

# The Influence of Compensation and Work Environment on Work Motivation and Employee Job Satisfaction at Perum BULOG Divre West Nusa Tenggara

## RESEARCH PAPER

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**Abstract.** This research aims to analyze the influence of compensation and the work environment on employee motivation and job satisfaction at Perum BULOG Divre NTB. The respondents in this study comprised 50 employees at Perum BULOG Divre NTB. Data processing was carried out using SPSS software version 16. The research design employed is causal associative. Multiple linear regression was used as the data analysis method. The compensation and work environment variables do not have a significant effect on the work motivation of employees at Perum BULOG Divre NTB, as their respective regression coefficients are positive but the calculated t-values are less than the tabulated values at a significance level greater than 0.05. However, both compensation and work environment variables exhibit a positive and significant impact on the job satisfaction of employees, with regression coefficients of 0.522 and 0.400, respectively, and t-values exceeding the tabulated values at a significance level less than 0.05. These findings shed light on the complex relationship between compensation, work environment, work motivation, and job satisfaction within the context of Perum BULOG Divre NTB. The research findings recommend that the company should implement appropriate compensation policies, create a more conducive work environment, and encourage work motivation to enhance employee job satisfaction.

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

## A. INTRODUCTION

This study aims to analyze the influence of compensation and the work environment on employee work motivation and job satisfaction at Perum BULOG Divre NTB. Respondents in this study consisted of 50 employees at Perum BULOG Divre NTB. Data processing was conducted using SPSS software version 16. The research design used is a causal associative study. Multiple linear regression was employed as the data analysis method. The analysis results indicate that compensation (X1) does not have a significant effect on employee work motivation (Y1), and the work environment (X2) also does not significantly impact employee work motivation (Y1). However, compensation (X1) has a positive and significant effect on employee job satisfaction (Y2), while the work environment significantly and positively affects employee job satisfaction (Y2). The research findings recommend that the company should implement appropriate compensation policies, create a more conducive work environment, and encourage work motivation to enhance employee job satisfaction.

In addition, factors that affect work motivation according to Astiti and Surya [1] include: 1) motivational factors such as opportunities for achievement, challenges, and responsibilities, and 2) hygiene factors like salary, supervision style, relationships among employees, and working conditions. According to Aryanta et al. [2], there are two factors influencing motivation: 1) internal

factors include the desire for survival, the desire for possession, the desire for recognition, and the desire for power, and 2) external factors include working conditions, adequate compensation, good supervision, job security, status and responsibilities, and flexible regulations. Besides work motivation, job satisfaction also plays a crucial role in an organization's goal achievement and success. According to Alshebami [3], job satisfaction is a person's favorable or unfavorable feeling regarding their job. Factors influencing job satisfaction according to Al Farooque et al. [4], [5] include compensation, supervision, the job itself, relationships with co-workers, working conditions, opportunities for a change in status, and job security. Hendri [6] state that factors influencing job satisfaction consist of salary, the job itself, co-workers, superiors, promotions, and the work environment.

Based on the above factors, one of the factors influencing work motivation and job satisfaction is compensation. Compensation is the total rewards given to employees as a reward for their services to the organization [7]. Another factor influencing work motivation and job satisfaction is the work environment. The work environment is everything around the workers that can influence them in performing their tasks [8], [9]. Perum BULOG Divre NTB is a state-owned company that manages public logistics, especially in the West Nusa Tenggara region. The office of Perum BULOG Divre NTB is located at Jalan Langko No. 110, Dasan Agung Baru, Selaparang District, Mataram City, West Nusa Tenggara [10]. Perum BULOG Divre NTB not only provides rice to the public but also plays a role in stabilizing and regulating prices and supplies of other commodities such as corn, flour, sugar, eggs, meat, and spices.

Based on a direct interview with the Assistant Manager of HR and Legal Affairs of NTB Regional Office, Mrs. Indah Riva Santri, it was found that in terms of work motivation, some employees have complaints about their working conditions and the lack of recognition for their work, which sometimes leads to low work motivation. However, in terms of job satisfaction, employees at Perum BULOG Divre NTB are generally satisfied as evidenced by their comfort in performing their tasks and their happiness in their work due to adequate facilities, allowing them to complete their tasks on time. Furthermore, employees have their own satisfaction when they can achieve or surpass targets set by the company.

Regarding compensation, employees working at Bulog Divre NTB receive a basic salary ranging from Rp. 5,000,000 to Rp. 20,000,000 according to their respective positions, and the salary payment system is done through payroll. The salary is generally well-received by employees as it meets their living needs. However, employees who are late in scanning their fingerprints when marking attendance with the fingerprint device are subjected to a salary deduction, which sometimes leads to employee objections.

Regarding the work environment, communication between employees and superiors is good, and there are adequate and comprehensive facilities. The office space at Perum BULOG Divre NTB is spacious, allowing employees to move freely, contributing to their comfort and concentration at work. Based on the background description above, research on the influence of compensation and the work environment on employee work motivation and job satisfaction at Perum BULOG Divre NTB is needed.

## B. METHOD

### Conceptual Review

#### 1 Work motivation

Motivation is a series of activities that provide encouragement, not only to others but also to oneself [11], [12]. Motivation is a form of human behavior that arises from within themselves as well as from the external environment [13]. Factors influencing work motivation according to Kitsios & Kamariotou [14] include: 1) motivational factors such as opportunities for achievement, challenges, and responsibilities, and 2) hygiene factors like salary, supervision style, relationships among employees, and working conditions. (Astuti & Surya [1] identifies two factors affecting motivation,

including: 1) internal factors like the desire to live, the desire to own, the desire for awards, the desire for recognition, and the desire for power, and 2) external factors like working conditions, adequate compensation, good supervision, job security, status and responsibilities, and flexible regulations. Motivation indicators according to Ahmed [15] include: 1) responsibility, 2) job performance, 3) self-development, and 4) independence.

### Job Satisfaction

Arifin et al. [5] define job satisfaction as a pleasing and loving emotional attitude towards one's job. Robbins as cited in Arianto & Kurniawan [16] states that job satisfaction is a person's general attitude towards their job, the difference between the rewards received by an employee and the rewards they believe they should receive. Factors influencing job satisfaction according to Toropova et al. [17] consist of: 1) compensation, 2) supervision, 3) the job itself, 4) relationships with coworkers, 5) working conditions, 6) opportunities for a change in status, and 7) job security. Huynh & Hua [18] mention factors influencing job satisfaction, including: 1) salary, 2) the job itself, 3) coworkers, 4) superiors, 5) promotions, and 6) the work environment. Job satisfaction include: 1) satisfaction with the job itself, 2) satisfaction with salary, 3) opportunities for promotion, 4) satisfaction with supervision, and 5) satisfaction with coworkers [19], [20].

### Compensation

Compensation is all the income, whether in the form of money or direct and indirect benefits, received by employees as a reward for their services to the company [21], [21]–[23]. Compensation as the rewards or returns given by the organization to employees who have contributed their energy and ideas for the progress of the organization in achieving its goals [24]. Compensation indicators proposed by Sitopu et al. [12] include financial compensation, which consists of: 1) salary, 2) incentives, 3) insurance, 4) allowances, and 5) facilities, and non-financial compensation indicators include: 1) recognition, 2) competent supervision, and 3) pleasant coworkers.

### Work Environment

The work environment is everything around the employee's workplace that can influence them in performing their tasks [25]. The work environment comprises all the work facilities and infrastructure around the employee while they are performing their tasks that can affect job performance [26]. Physical work environment indicators according to Ingsih et al. [11] include: 1) color, 2) cleanliness, 3) air circulation, 4) lighting, 5) security, 6) noise, and 7) spatial arrangement. Non-physical work environment indicators according to Irawan et al. [27] include: 1) supervision, 2) work atmosphere, and 3) treatment.

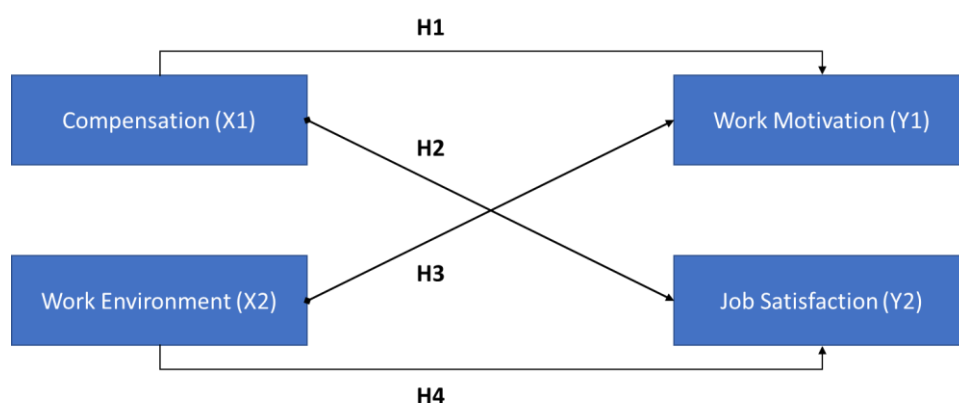
### Hypothesis Formulation and Conceptual Framework

H1: It is suspected that compensation has a positive and significant effect on work motivation.

H2: It is suspected that the work environment has a positive and significant effect on work motivation.

H3: It is suspected that compensation has a positive and significant effect on job satisfaction.

H4: It is suspected that the work environment has a positive and significant effect on job satisfaction.



## Figure 1 Conceptual Framework

### Data analysis

This type of research is an associative causal study. Associative causal research aims to determine the relationship between two or more variables [28]. In this research, the causal relationship between the dependent variables, compensation and work environment, and the dependent variables, work motivation, and job satisfaction of employees, is examined. This research was conducted at Perum BULOG Divre NTB, located at Jl. Langko No. 110 Dasan Agung Baru, Kec. Selaparang, Kota Mataram, Nusa Tenggara Barat. The population in this study consists of all 50 employees of Perum BULOG Divre NTB. Since this research uses a census method, all of the population will be considered as respondents. The data collection techniques and tools used in this research include interviews, documentation, and questionnaires.

## C. RESULT AND DISCUSSION

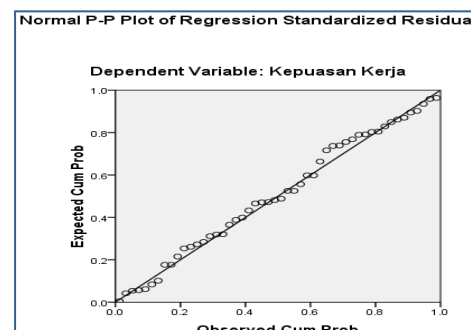
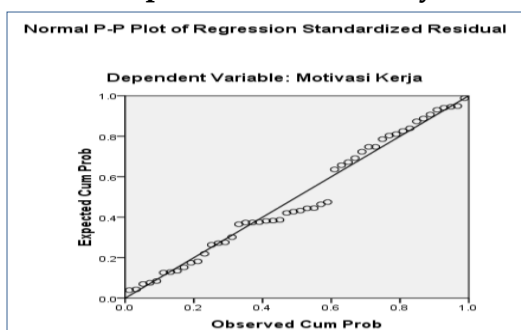
### Description of Respondent Characteristic Data

**Table 1 Frequency Distribution of Respondents by Gender**

| No                                      | Characteristics            | Frequency | Percentage (%) |
|-----------------------------------------|----------------------------|-----------|----------------|
| Characteristics by Gender               |                            |           |                |
| 1.                                      | Laki - laki                | 31        | 62             |
| 2.                                      | Perempuan                  | 19        | 38             |
| Characteristics Based on Age            |                            |           |                |
| 1.                                      | 21 – 30 tahun              | 21        | 42             |
| 2.                                      | 31 – 40 tahun              | 16        | 32             |
| 3.                                      | 41 – 50 tahun              | 8         | 16             |
| 4.                                      | >51 tahun                  | 5         | 10             |
| Characteristics Based on Education      |                            |           |                |
| 1.                                      | Middle School / Equivalent | 9         | 18             |
| 2.                                      | 3-year diploma             | 10        | 20             |
| 3.                                      | Bachelor Degree            | 27        | 54             |
| 4.                                      | Master Degree              | 4         | 8              |
| Characteristics Based on Length of Work |                            |           |                |
| 1.                                      | 1 – 10 Years               | 26        | 52             |
| 2.                                      | 11 – 20 Years              | 17        | 34             |
| 3.                                      | > 21 Years                 | 7         | 14             |

Based on Table 1 above, it can be concluded that the respondents in this study are predominantly male. This indicates that male employees have a larger proportion compared to female employees working at Perum BULOG Divre NTB. In Table 1, it is also known that the respondents in this study are predominantly employees with a D4/S1 education level. Therefore, it can be concluded that the respondents in this study are dominated by employees with 1-10 years of work experience.

### Classical Assumption Test: Normality Test



### Figure 2 Normality Test Results

The results of the normality test of work motivation (Y1) and job satisfaction (Y2) using the P-Plot show that the data/points as a whole are spread around the diagonal line and follow the direction of the diagonal line, so it can be concluded that the data in this study are normally distributed.

#### Classical Assumption Test: Multicollinearity Test

The results of the multicollinearity test of the compensation variable (X1) and the work environment (X2) show that the Tolerance value of the compensation variable ( $0.825 \geq 0.10$ ) and the VIF value ( $1.212 \leq 10$ ), for the Tolerance value of the work environment variable ( $0.825 \geq 0.10$ ) and VIF value ( $1.212 \leq 10$ ). Thus, it can be concluded that all independent variables in this study did not occur multicollinearity.

#### Classical Assumption Test: Heteroscedasticity test

The results of the heteroscedasticity test of the compensation variable (X1) and work environment (X2) on work motivation (Y1) with the Glejser test obtained a significance value of the compensation variable ( $0.382 > 0.05$ ), and the work environment variable ( $0.135 > 0.05$ ). The results of the heteroscedasticity test of the compensation variable (X1) and the work environment (X2) on job satisfaction (Y2) with the Glejser test obtained the significance value of the compensation variable ( $0.654 > 0.05$ ), and the work environment variable ( $0.229 > 0.05$ ). Thus, it can be concluded that all independent variables used in this study did not occur heteroscedasticity.

#### Hypothesis Test Results

Based on the results of the F test variable compensation (X1) and work environment (X2) on work motivation (Y1) the value of  $F_{count} < F_{table}$  is  $2.919 < 3.20$  with a significance level of  $0.064 > 0.05$ . So it can be concluded that all independent variables namely compensation (X1) and work environment (X2) have no effect together or simultaneously on work motivation (Y1).

**Table 2 Hypothesis Test Results**

| Influence     | F-Value | Significance Level | Conclusion                                                         |
|---------------|---------|--------------------|--------------------------------------------------------------------|
| X1 + X2 -> Y1 | 2.919   | $0.064 > 0.05$     | No significant combined effect on work motivation (Y1)             |
| X1 + X2 -> Y2 | 32.408  | $0.000 < 0.05$     | Significant combined effect on job satisfaction (Y2)               |
| X1 -> Y2      | 4.412   | $0.000 < 0.05$     | Partially positive and significant effect on job satisfaction (Y2) |
| X2 -> Y2      | 4.274   | $0.000 < 0.05$     | Positive and significant effect on job satisfaction (Y2)           |

Based on the results of the F test variable compensation (X1) and work environment (X2) on job satisfaction (Y2) the value of  $F_{count} > F_{table}$  is  $32.408 > 3.20$  with a significance level of  $0.000 < 0.05$ . So it can be concluded that all independent variables namely compensation (X1) and work environment (X2) have a joint or simultaneous effect on job satisfaction (Y2). Based on the results of the F test variable compensation (X1) and work environment (X2) on work motivation (Y1) the value of  $F_{count} < F_{table}$  is  $2.919 < 3.20$  with a significance level of  $0.064 > 0.05$ . So it can be concluded that all independent variables namely compensation (X1) and work environment (X2) have no effect together or simultaneously on work motivation (Y1). Based on the results of the F test variable compensation (X1) and work environment (X2) on job satisfaction (Y2) the value of  $F_{count} > F_{table}$  is  $32.408 > 3.20$  with a significance level of  $0.000 < 0.05$ . So it can be concluded that all independent variables namely compensation (X1) and work environment (X2) have a joint or simultaneous effect on job satisfaction (Y2).

The compensation variable has a positive effect on employee job satisfaction, this can be seen from  $t_{count} (4.412) > t_{table} (2.012)$  with a significance of  $0.000 < 0.05$ . So, it can be concluded that partially the compensation variable has a positive and significant effect on employee job satisfaction.

Work environment variables affect employee job satisfaction, this can be seen from  $t_{count} (4.274) > t_{table} (2.012)$  with a significance of  $0.000 < 0.05$ . So, it can be concluded that the work environment has a positive and significant effect on employee job satisfaction.

### **Coefficient of Determination ( $R^2$ )**

The results of the coefficient of determination test indicate that an R-squared value of 0.110 is obtained. Since this multiple coefficient of determination test is derived from multiple linear regression calculations, the coefficient of determination is 0.110 or  $R^2 \times 100\%$  equals 11%. This means that the variables of compensation and work environment collectively influence employee work motivation by only 11%, while the remaining 89% is influenced by other variables not included in this study, such as career development, job promotions, and others. Furthermore, regarding the results of the coefficient of determination ( $R^2$ ) test for compensation and work environment on job satisfaction, the test yields an R-squared value of 0.580. Since this multiple coefficient of determination test is derived from multiple linear regression calculations, the coefficient of determination is 0.580 or  $R^2 \times 100\%$  equals 58%. This indicates that the variables of compensation and work environment collectively influence employee job satisfaction by 58%, while the remaining 42% is influenced by other variables not considered in this study.

### **Effect of Compensation ( $X_1$ ) on Work Motivation ( $Y_1$ )**

Based on the data analysis and hypothesis testing conducted in this study, the regression coefficient value of the compensation variable ( $\beta_1$ ) is positively valued at 0.312. This means that for each unit increase in the compensation variable, work motivation among Perum BULOG Divre NTB employees will increase by 0.312, assuming that other variables remain constant. The statistical results of the t-test for the compensation variable yield a t-score of 1.342, which is less than the t-table value of 2.012, with a significance level of 0.186, greater than the error tolerance value of 0.05. Therefore, it can be concluded that hypothesis one ( $H_1$ ) is rejected, meaning that compensation does not have a significant effect on the work motivation of employees at Perum BULOG Divre NTB. This finding is supported by theories such as McGregor's X and Y, which suggest that compensation does not always have a significant impact on work motivation.

In the X theory approach, compensation might not significantly influence work motivation because the underlying motivation is not intrinsic. On the other hand, the Y theory assumes that employees have intrinsic motivation to achieve goals. This viewpoint is in line with the argument presented by Sudiarditha et al. [7], [24], [29] that rewards, such as money or incentives, are usually given to individuals, such as sales commissions or bonuses, and such rewards are only effective as motivation when they are seen as justified based on job performance. Therefore, their influence on motivation is minimal when associated with routine daily work tasks that employees typically perform even without incentives. This is consistent with a study by Sitopu et al. [12], which found that compensation does not have a significant impact on employee work motivation.

### **Regarding the influence of the work environment ( $X_2$ ) on work motivation ( $Y_1$ )**

The data analysis and hypothesis testing indicate a positive regression coefficient value of 0.233. This means that for each unit increase in the work environment variable, work motivation among Perum BULOG Divre NTB employees will increase by 0.233, assuming that other variables remain constant. The statistical results of the t-test for the work environment variable yield a t-score of 1.264, which is less than the t-table value of 2.012, with a significance level of 0.212, greater than the error tolerance value of 0.05. Therefore, it can be concluded that hypothesis two ( $H_2$ ) is rejected, indicating that the work environment does not have a significant effect on the work motivation of employees at Perum BULOG Divre NTB. This finding is consistent with the view of Herzberg, who argued that the work environment does not fully impact work motivation. In his two-factor theory, Herzberg categorized factors into motivators and hygiene factors. According to him, hygiene factors such as the work environment, salary, and administration do not directly increase motivation but can only prevent dissatisfaction [8]. Motivators like recognition and achievement play a more significant role in increasing work motivation. Kumar et al. [30] also suggests that a good and clean

work environment can motivate employees to perform their tasks. This aligns with a study conducted by Ingsih et al. [11], which found that the work environment does not significantly affect employee work motivation.

#### **Regarding the influence of compensation (X1) on job satisfaction (Y2)**

The data analysis and hypothesis testing indicate a positively valued regression coefficient of 0.522. This means that for each unit increase in the compensation variable, job satisfaction among Perum BULOG Divre NTB employees will increase by 0.522, assuming that other variables remain constant. The statistical results of the t-test for the compensation variable yield a t-score of 4.412, which is greater than the t-table value of 2.012, with a significance level of 0.000, less than the error tolerance value of 0.05. Therefore, it can be concluded that hypothesis three (H3) is accepted, indicating that compensation has a positive and significant effect on the job satisfaction of employees at Perum BULOG Divre NTB. This is in line with the theory presented by Hellín Gil et al. [31], which states that one of the factors influencing job satisfaction is compensation. Hence, providing high compensation can affect the level of employee job satisfaction. This is consistent with studies conducted by Kollmann et al. [32], which found a positive and significant influence of compensation on employee job satisfaction.

#### **Effect of Work Environment (X2) on Job Satisfaction (Y2)**

Based on the data analysis and hypothesis testing conducted in this study, the regression coefficient value of the work environment variable ( $\beta_2$ ) is positively valued at 0.400. This means that for each unit increase in the work environment variable, job satisfaction among Perum BULOG Divre NTB employees will increase by 0.400, assuming that other variables remain constant. The statistical results of the t-test for the work environment variable yield a t-score of 4.274, which is greater than the t-table value of 2.012, with a significance level of 0.000, less than the error tolerance value of 0.05. Therefore, it can be concluded that hypothesis four (H4) is accepted, indicating that the work environment has a positive and significant effect on the job satisfaction of employees at Perum BULOG Divre NTB. This finding is supported by the opinion of Hendri et al. [6], [33], who states that the work environment includes everything surrounding employees that can influence their job satisfaction and, consequently, lead to maximum work results. Within the work environment, there are facilities that support employees in completing their assigned tasks, thereby enhancing employee performance in a company. This aligns with studies conducted by Aliman & Astina [34], both of which found a positive and significant influence of the work environment variable on employee job satisfaction.

### **D. CONCLUSION**

Based on the results of multiple linear regression analysis, it can be concluded that the compensation and work environment variables do not have a significant effect on the work motivation of employees at Perum BULOG Divre NTB, as their respective regression coefficients are positive but the calculated t-values are less than the tabulated values at a significance level greater than 0.05. However, both compensation and work environment variables exhibit a positive and significant impact on the job satisfaction of employees, with regression coefficients of 0.522 and 0.400, respectively, and t-values exceeding the tabulated values at a significance level less than 0.05. These findings shed light on the complex relationship between compensation, work environment, work motivation, and job satisfaction within the context of Perum BULOG Divre NTB.

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The authors made major contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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