

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

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ABSTRACT

Human resources play an important role in the growth and development of a company or organisation. If employees are satisfied with their work, the company can easily develop and compete with other similar companies. The overall objective of this study was to determine the impact of compensation, stress and work environment on job satisfaction. Quantitative method was used for this research. Total sample of 66 respondents Perum Bulog employees. The results of instrument test, classic assumption are valid and reliable. The results of hypothesis testing show that Compensation, Work Stress, Work Environment partially and simultaneously have a significant and positive influence on job satisfaction.

Keywords;

Compensation; Job Stress; Work Environment; Job Satisfaction

INTRODUCTION

The modern business world strives for high employee productivity in order to achieve corporate growth and objectives. A company's objectives depend not only on modern equipment, facilities and excellent infrastructure, but above all on the people who do the work. Human resources, in all their forms and potential, are a major source of competitive advantage and the key to future success. This is why efforts to improve employee satisfaction have become a key agenda in the business environment.

Perum Bulog is a state-owned company active in the food supply chain sector. The company is involved in logistics, i.e. storage, research and pest control, the supply of plastic bags and the sale of food products. As a state-owned enterprise, Bulog continues to perform its tasks of maintaining the basic price of cereals, stabilising prices, especially the basic price, distributing rice for social assistance (Bansos) and managing food stocks.

Job satisfaction must be taken into account because it ultimately corresponds to the pleasant or unpleasant feelings employees have about their work. Job satisfaction reflects how employees feel about their jobs. It is reflected in employees' positive attitudes towards their work and environment. Moreover, dissatisfied employees have various forms of negative attitudes towards their work. High job satisfaction creates an excellent workforce in which work is done quickly, errors are limited, the likelihood of employees moving on to other companies is minimal, rest time is used properly, etc. Job satisfaction has a strong impact on the achievement of organisational goals. Job satisfaction is an emotional attitude that refers to employees' feelings of satisfaction or dissatisfaction with what they receive from the company after work (Arridho et al., 2023); (Rahayu et al., 2023); (Martins et al., 2019); (Faniasari & Manafe, 2022). From the above measures of job satisfaction, it can be inferred that job satisfaction is influenced by various factors such as the job itself, salary, promotion opportunities, supervisors and colleagues (Sumarsi & Rizal, 2021); (Qalati et al., 2022). Preliminary research suggests that the majority of respondents have low levels of job satisfaction, which can be attributed to several factors.

Compensation is considered one of the factors associated with job satisfaction. Compensation is one of the indicators of employee job satisfaction, so if the company's reward system is fair enough for the employees, it will motivate them to perform better and take more responsibility for any task the company assigns to them. Every company should therefore be able to set the right level of reward to influence employee productivity. In this research, reward is defined as anything employees receive from the company in financial and non-financial form for their performance (Darwito et al., 2019); (Maizar & Indra Nara Persada, 2023); (Rukmana et al., 2022). Rewards fall into two categories: financial and non-financial (Sitopu et al., 2021); (Darwito et al., 2019); (Afina, 2019); (Maryani et al., 2021).

Job stress is a serious threat to modern organisations and can have many negative consequences for both employees and companies. Failure to reduce stress leads to lower employee productivity and disruption of the organisation's work system. Work stress is a situation that arises when a person deals with his or her work and manifests as a feeling of pressure. It affects a person's emotions, thought processes and state of mind. Stress at work is also something negative, which can be caused by pressure, tension and conflict, as well as imbalances between employees' personality traits in terms of character and attitude, and aspects of their work. This phenomenon can occur in any work environment (Sitopu et al., 2021); (Darwito et al., 2019); (Wulan et al., 2018). Job stress can be measured in different dimensions such as physical demands, task demands, role conflict, career development, interpersonal relationships, organisational structure and climate (Rizkiyanti, 2012); (Buhori et al., 2022); (Devi et al., 2023); (Hasibuan & Rahmani, 2022); (Yandi & Bimaruci Hazrati Havidz, 2022); (Ramadhan & Manafe, 2023).

The work environment is anything that physically or non-physically surrounds employees and affects their task performance. A supportive work environment stimulates and boosts employee morale, leading to job satisfaction. In this study, work environment refers to a situation where employees are influenced by the work environment in performing their assigned tasks (Istia Fatmawati & Chaerudin, 2021); (Kurniawanto et al., 2022); (Ratnadela et al., 2022); (Atalia et al., 2019). The working environment is the set of common spaces and infrastructure surrounding workers and consists of two dimensions: physical and non-physical (Idris, 2021); (Nugroho et al., 2020); (Pasulu et al., 2023); (SUDIYAT, 2017).

Based on the context described above, this study is limited to compensation, job stress and work environment affected to job satisfaction. Based on the above question, there are various factors that affect employees' job satisfaction such as compensation, promotion, supervision, colleagues, work environment and job stress.

METHOD

The study used descriptive quantitative method with respondent of employees of the Perum Bulog in Surabaya. These employees have work experience ranging from six months to two years. There were 66 respondents obtained from the company's Human Resource Development Department, of whom 37 were women and 29 were men. In this study, 57 people were sampled for the survey using a non-probabilistic technique (Slovin's method). Primary data were collected directly from the respondents (in this case Bulog employees) using a questionnaire. The measurement scale is a Likert scale with question categories from 1 to 5 with response values of 1 (strongly disagree) and 5 (strongly agree). Secondary data

were obtained indirectly through documents, books, literature, previous studies, the internet and organisations related to this study.

The test of the hypothesis is also shown in the figure below;

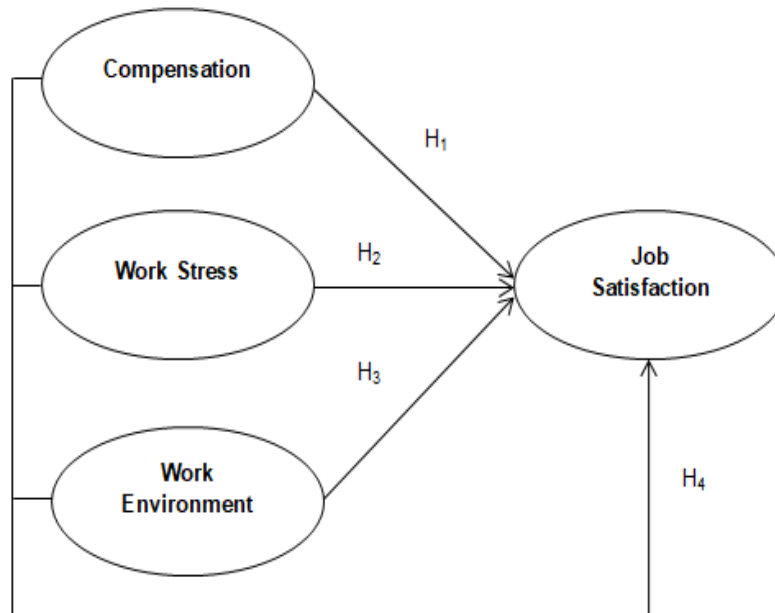


Figure 1. Research Model

RESULTS AND DISCUSSION

In this study, SPSS 22 was used to test the models and relationships developed in the previous chapter.

Results of Validity and Reliability Test

The method used for the validity test is the product-moment correlation method (Priyanto, 2011), which determines that the tool is valid if the r-number > the r-table at N = 66. The r-table value is 0.388. The test results show that all the indicators of the r-number are greater than 0.400. Therefore, it can be concluded that the study can use instruments for compensation, work stress, work environment and job satisfaction.

When checked the reliability of the variables using Cronbach's alpha technique, the Cronbach's alpha value for the compensation, work stress, work variable, job satisfaction was 0.756, 0.860, 0.700, 0.788 respectively. Consequently, the measurement instruments for these four variables are deemed reliable because they meet the requirement of a Cronbach's alpha value greater than 0.6 (Priyanto, 2011).

Normality Test

Normality tests are used to determine whether the samples in a test are normally distributed. The test for normality is performed using the Kolmogorov-Smirnov test for a single sample and is considered normal if the probability of significance of normally distributed residuals is greater than 0.05 (Umar, 2008).

Based on the normality test of the residuals, the significance level of the unstandardized residual, which indicates the effect of compensation, job stress, work

environment on job satisfaction are 0.257, 0.263, 0,294. The significance of the residuals of the variables exceeds $\alpha = 0.05$, which indicates that the residuals of the three variables are normally distributed and can be used to build a good regression model.

Multicollinearity Test

A regression model is considered good if there is no perfect relationship between the independent variables. A multicollinearity test can be used to determine whether there is a strong correlation between the independent variables in a regression model. The SPSS multicollinearity test is a regression test that uses a measure of the coefficient of variance inflation (VIF) and correlation coefficients between independent variables. The criterion used is that there is no multicollinearity if the VIF is less than or close to five (Priyanto, 2011).

Based on the results of the multicorrelation test using the SPSS 22 statistical software for data processing, it was found that the VIFs for the variables remuneration, job stress and work environment were 1.087, 1.297 and 1.202 respectively. Therefore, there is no multicollinearity between the independent variables and the regression model is acceptable.

Heteroscedasticity Test

The purpose of the heteroskedasticity test is to determine whether the residuals in a regression model vary unevenly from one observation to the next. The Rho Spearman test examined the residuals (unstandardized residuals) by relating them to each of the independent variables. If the value is less than 0.05, there is a problem of heteroskedasticity (Priyanto, 2011).

The results of the test for heteroskedasticity for the variables compensation, job stress and work environment were 0.163, 0.238 and 0.198 respectively, and it was concluded that there was no evidence of heteroskedasticity in the independent variables.

Results of Multiple Linear Regression Test

Table 1 shows the regression equation between compensation, job stress, working environment and job satisfaction.

Table 1. Multiple Linear Regression Equation Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.928	3.453		4.001	.000
	Compensation	.303	.127	.138	3.525	.000
	Work Stress	.432	.165	.710	7.971	.000
	Work Environment	.394	.142	.138	4.518	.000

a. Dependent Variable: Job Satisfaction

Source: data processed, 2023

According to Table 1, the linear regression equation is $Y = 17.928 + 0.303X_1 + 0.432X_2 + 0.394X_3$: the value of the regression coefficient for all independent variables are positive, which can be explained by the fact that for every one point increase, the dependent variable increases when other two independent variables are fixed.

t-Test Results

Multiple regression analyses make it possible to determine the effects of the variables compensation, work stress and work environment on the variable job satisfaction. The basic formula for decision making is to compare the t-number and the t-table (Priyanto, 2011) as shown below:

The value of the t-number is compared with the value of the t-table with $\alpha = 2.5\%$ (two-sided test) and degrees of freedom (df) $n-k-1$, i.e. $57-4-1 = 52$. The value of the t-test is calculated as 2.007, so the assumptions in Table 1 shown compensation, job stress, work environment have the t-statistic value $>$ the t-table value, i.e., 3.525, 7.971, 4.518 respectively. Therefore, concluded that hypothesis 1, 2, 3 was accepted.

F-Test Results

Table 2 shown the results of the F-test. It is important to examined the impact of compensation, job stress and work environment on job satisfaction.

Table 2. F-Test Results (ANOVA)
ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	522.205	3	174.068	27.758	.000
	Residual	332.357	53	6.271		
	Total	854.561	56			

a. Predictors: (Constant), Compensation, Work Stress, Work Environment

b. Dependent Variable: Job Satisfaction

Source: data processed, 2023

The F-value in Table 2 is 27.758. This F-value is compared to the F-table values tested (Priyanto, 2011) for df 1 (number of variables - 1) or $4-1 = 3$ and df 2 ($n-k-1$) or $57-4-1 = 52$ at a confidence level of $\alpha = 5\%$. Based on these calculations, the F-value is $27.758 >$ F-table 2.007, so the F-table is 2.007, and the F-test significance is 0.000, which is less than 0.05. Therefore, hypothesis 4, i.e., that compensation, job stress, and work environment variables affect job satisfaction, is accepted.

Determination Analysis Result

To knowing how much the effect of independent variable on dependent variable could be determined with analysis of determination (Priyatno, 2010). Table 3 below presented determination analysis result.

Table 3. Determination Analysis Result
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779a	.607	.585	2.518

a. Predictors: (Constant), Compensation, Work Stress, Work Environment

b. Dependent Variable: Job Satisfaction

Source: data processed, 2023

Table 3 shows that the R² value is 0.607. This means that compensation, job stress and work environment were explained 60.7% of job satisfaction while the influence of other factors not explained in this study amounted to 39.0%.

Interpretation of Research Results Compensation

This study shows that job satisfaction impacted positive significantly by compensation. This is clear from the results of hypothesis 1, which can be formulated and proven from the results of a descriptive analysis of variable compensation measured in monetary and non-monetary dimensions. For the results of all these dimensions, the majority, 30.9%, chose the answer "strongly disagree". This indicates that monetary and non-monetary factors have less impact on employee well-being. Thus, compensation factors that do not support employees' own survival domains affect their job satisfaction.

This research is consistent with previous research that concluded that job satisfaction impacted positive significantly by compensation (Nurlina, 2022); (Permadi et al., 2018); (Baqi & Indradewa, 2021). Moreover, there are several previous studies that do not agree with this study results, which concluded that no significant effect compensation on job satisfaction (Efendi & Yusuf, 2021); (Burhanudin & Tambun, 2021); (Rosalia et al., 2020).

Job Stress

Hypothesis 2 was accepted, proving that besides compensation, work stress also affects Perum Bulog employees' job satisfaction. If employees experience work stress, it will affect their job satisfaction. This can be seen in the descriptive analysis of job stress measured by the dimensions: physical demands, task demands, role conflicts, career development, workplace relationships and organisational climate. The results for all these dimensions indicate that 33.1% of respondents agreed. The results show that respondents have high levels of job stress in terms of work demands from managers, which overburden employees, and in terms of role conflicts, where employees are not given clear procedures to perform their jobs.

This finding is consistent with some other studies (Tezcan Uysal, 2019); (Ling et al., 2014); (Febriantina et al., 2020) stated job satisfaction impacted by job stress positive significantly. Moreover, there are several previous studies that do not match the present study, which found no impact (Sheraz et al., 2014); (Shen et al., 2018). The stress experienced by employees, if not controlled, will reduce employees' job satisfaction and therefore, this should be understood and overcome by companies immediately.

Work Environment

In other words, the work environment also influences employees' job satisfaction. As the descriptive analysis shows, a good work environment leads to high job satisfaction among employees. Looking at the results for all dimensions, 30.1% of respondents chose 'agree', which means that they consider the work environment in Perum Bulog to be good.

This finding is consistent with some other studies (Basalamah & As'ad, 2021); (Budiono et al., 2021); (Cansoy, 2018), which found that job satisfaction impacted by work environment positive significantly, but studies (Haerofiatna et al., 2021), (Djukic et al., 2010) which found that job satisfaction not impacted by work environment.

Compensation, Job Stress, Work Environment, Job Satisfaction

Compensation, work stress, work environment jointly affect employee job satisfaction as has been proven Hypothesis 4 is accepted (Fauzi & Ubaidillah, 2023); (Dwi et al., 2022).

CONCLUSION

By analysing the data from this study, it be concluded that job satisfaction is impacted positive significant partially and or simultaneously by compensation, work stress and working environment. Increasing in compensation will increase employee satisfaction, while an increase in work stress will decrease employee satisfaction and finally, an improvement in the work environment will increase the satisfaction of Bulog employees.

Based on the above research findings, analysis and discussion, the following suggestions are made: The researcher can try to conduct a replication study by adding workload, leadership style, turnover intention, and organisational climate as dependent variables that support the theory of job satisfaction, and using the same variables but with different subjects, or using different variables but with different subjects.

Companies need to evaluate the financial and non-financial policies that will be given to employees. Thus, employees feel valued at work and feel real job satisfaction. Therefore, Perum Bulog is advised to pay more attention to the provision of financial compensation, especially salaries, allowances, and insurance which are expected to increase employee job satisfaction in completing the assigned work. The results showed that the work stress variable was in the unfavourable category or in general respondents had experienced work stress due to boredom and boredom with the assigned tasks. For this reason, Perum Bulog is expected to provide clear targets, provide rewards for employees who can achieve targets and hold family gatherings to reduce employee stress levels. The work environment in Bulog company is good. A good work environment should be maintained because the work environment is included in the category that affects employee job satisfaction.

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