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The Influence of Work Environment and Compensation on Employee Job Satisfaction in the Regional Secretariat of the East Lampung District Government

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Abstract

This research was conducted to understand how salary and the work environment of the Regional Secretariat of the East Lampung Regency Government affect employee job satisfaction. Job satisfaction is the dependent variable in this study's quantitative descriptive analysis design, which also includes pay and work environment as independent factors. The sample in this study used the proportional random sampling method, so 52 respondents were obtained as sample. Based on the study's findings, it is clear that the partial hypothesis test result H_0 is rejected and H_a is accepted lead to the conclusion that the work environment and pay at the regional government secretariat of East Lampung Regency partially influence employees' job satisfaction. Based on the results of simultaneous hypothesis testing, namely H_0 is rejected and H_a is accepted, it can be concluded that simultaneously the work environment and compensation variables affect Employee Job Satisfaction at the Regional Government Secretariat of East Lampung Regency. The results of the Coefficient of Determination (R-Square) are known to have a value of 0.848, meaning that the work environment and compensation variables have an 84.8% influence on Employee Job Satisfaction at the Regional Secretariat of the East Lampung Regency Government.

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

1. Introduction

The most important resource for achieving an organization's goals is its members. To maximize employee performance, a human resource strategy is needed (Rimny *et al.*, 2020). As stated by Al Kurdi *et al.*, (2020), satisfaction is an emotional attitude that is pleasant and that loves his job. This means that someone has good job satisfaction when they have good work morale, discipline and performance. Maintaining employee job satisfaction is very important because it can encourage employees to work with high morale and ultimately help

the organization effectively and efficiently achieve the desired goals (Barusman & Virgawenda, 2019). Employee job satisfaction is influenced by several factors, such as work environment and compensation (Agbozo *et al.*, 2017).

One of the things that affects job satisfaction is a conducive work environment because a conducive work environment will create a sense of comfort at work (Permadi *et al.*, 2018). Likewise, having good coworkers will create a sense of comfort at work (Barusman & Habiburrahman, 2022). Conversely, if the work environment is not conducive, it will increase feelings of stress in employees, which can lead to a decrease in employee performance (Riyadi, 2019).

In addition to the work environment, every leader must pay attention to maintaining and improving employee performance through the formulation of a proper and fair compensation policy (Barusman & Rulian, 2020). Effective compensation is expected to encourage employees to work better (Setia Darma & Sani Supriyanto, 2018). Compensation is something that is considered comparable. In that sense, the wages or salaries received by employees must be proportional to the job responsibilities assigned to them (Malik & Verawati, 2015). Compensation is given to employees as a form of appreciation for the services they provide to the company (Ekhsan *et al.*, 2019).

When looking at the phenomena that occur in the field related to employee job satisfaction based on data obtained regarding employee work behavior at the East Lampung Regional Government Secretariat, several data points were obtained related to indications of decreased job satisfaction. First, some employees always do not do morning roll call without permission, and then some employees arrive late without permission, and there are employees who leave early without permission. This indicates that there is an attendance problem that occurs that is related to employee job satisfaction, meaning that employees do not love their work itself. Some of the factors causing low employee job satisfaction at the East Lampung Regional Government Secretariat are compensation and work environment issues. With these problems, research will be conducted on "The Effect of Work Environment and Compensation on Employee Job Satisfaction at the Regional Secretariat of the East Lampung Regency Government".

2. Literature review

Job Satisfaction

Despite having the same type of job, each employee has a different level of job satisfaction, this is determined by the number of needs of each employee and the system that applies to employees. Hoboubi *et al.*, (2017), emphasize that job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or education opportunities, supervision, coworkers, workload, and others. Job satisfaction is related to a person's attitude about work, and there are several practical reasons that make job satisfaction an important concept for leaders (Barusman & Mihdar, 2014). It can be concluded that job satisfaction is a positive psychological condition owned by employees in the work environment as a form of adequate fulfillment of needs. If workers have a good sense of job satisfaction, this can lead to good performance, which has an impact on company results (Smith *et al.*, 2023). According to Hasibuan (2014), job satisfaction indicators are:

- a. Likes his work

A person who understands his job, is able to carry out tasks properly and responsibly, and realizes the direction and goals to be achieved.

b. Loving their work

Giving your best means doing something with all your heart, mind, and energy with the aim of getting the best results for the job. Employees are willing to put themselves in danger despite hardship and illness, regardless of time. And employees will always consider their work.

c. Work Morale

The internal agreement that develops within employees to obtain certain targets based on predetermined quality standards.

d. Discipline

Conditions are established and developed by a succession of actions that exhibit the virtues of submission, fidelity, loyalty, and order.

e. Work Achievement

The results of employees' work when completing the tasks assigned to them in accordance with their abilities, sincerity, and perseverance.

Work Environment

The work environment is one of the factors that influences employee job satisfaction. The work environment has a very big influence, but many companies have so far paid little attention to this factor (Purnomo *et al.*, 2021). The work environment is everything that is around employees and can influence them in carrying out their assigned tasks (Nabawi, 2019). The surroundings in which an individual works with his or her work practices and work arrangements, both individually and in groups, make up the work environment (Virgawenda *et al.*, 2016). It can be concluded that the definition of the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned to him (Raziq & Maulabakhsh, 2015). Broadly speaking, according to (Sedarmayanti, 2012), the types of work environments are divided into two categories:

a. Physical Work Environment

The physical work environment refers to all elements of the workplace that may have an adverse effect on employees. Physical aspects of the workplace, such as lighting, color, air temperature, noise, job security, cleanliness, and space, can all have an impact on how the workplace is perceived.

b. Non-physical work environment

All conditions relating to work interactions, including those with superiors and those with coworkers or subordinates, are included in the non-physical work environment. Employees will feel more comfortable in their work environment if leaders and subordinates have a good working relationship. The following five elements of the non-physical work environment can have an impact on employee behavior:

- 1) Work structure, or how well organized and structured the work is that is supplied to the employees.
- 2) Work responsibility, namely employee awareness of their obligations and being able to take responsibility for all their actions.

- 3) Attention and support from leaders, specifically how frequently employees believe their leaders provide them guidance, understanding, confidence, and respect.
- 4) Employee perceptions of good intergroup cooperation, or the degree to which existing work groupings cooperate effectively.
- 5) Smooth communication refers to the extent to which employees believe that leaders or other co-workers communicate effectively and openly.

Compensation

One of the factors that affects employee job satisfaction is compensation. Compensation is everything that is given by an agency to employees as a form of reward or reward for the performance produced by employees, for the benefit of government agencies (Arif *et al.*, 2020). Compensation can be in the form of money or facilities provided by the company to employees, and compensation is very important for employees and company leaders because compensation is a source of income for workers (Akter & Husain, 2016). Compensation given to employees greatly affects their job satisfaction. Companies that determine wage levels by considering living standards will allow employees to work with motivation and enthusiasm (Oktaviannur & Pratama, 2016). Providing the right compensation will have a positive effect on employees because it cannot be denied that compensation is the main goal for most employees who work in a government agency (Arif *et al.*, 2020). In general, there are several indicators of compensation, according to (Hasibuan, 2012), namely:

a. Salary

Even if an employee doesn't show up for work, they will still be given the entire amount of rewards that the employer provides to them; these rewards are routine and fixed every month.

b. Wages

Employee compensation is based on the number of hours worked.

c. Incentives

The rewards or incentives given to employees to encourage them to work productively are not set in stone and can change at any time.

d. Insurance

Insurance is a kind of risk management for financial loss, loss of benefits, and third-party liability.

e. Office facilities

The entire area within a building used for management or commercial operations, as well as other official tasks delegated by an employer to staff members to assist their work.

f. Allowance

Awards or additional payments made on top of regular payments.

Research Framework

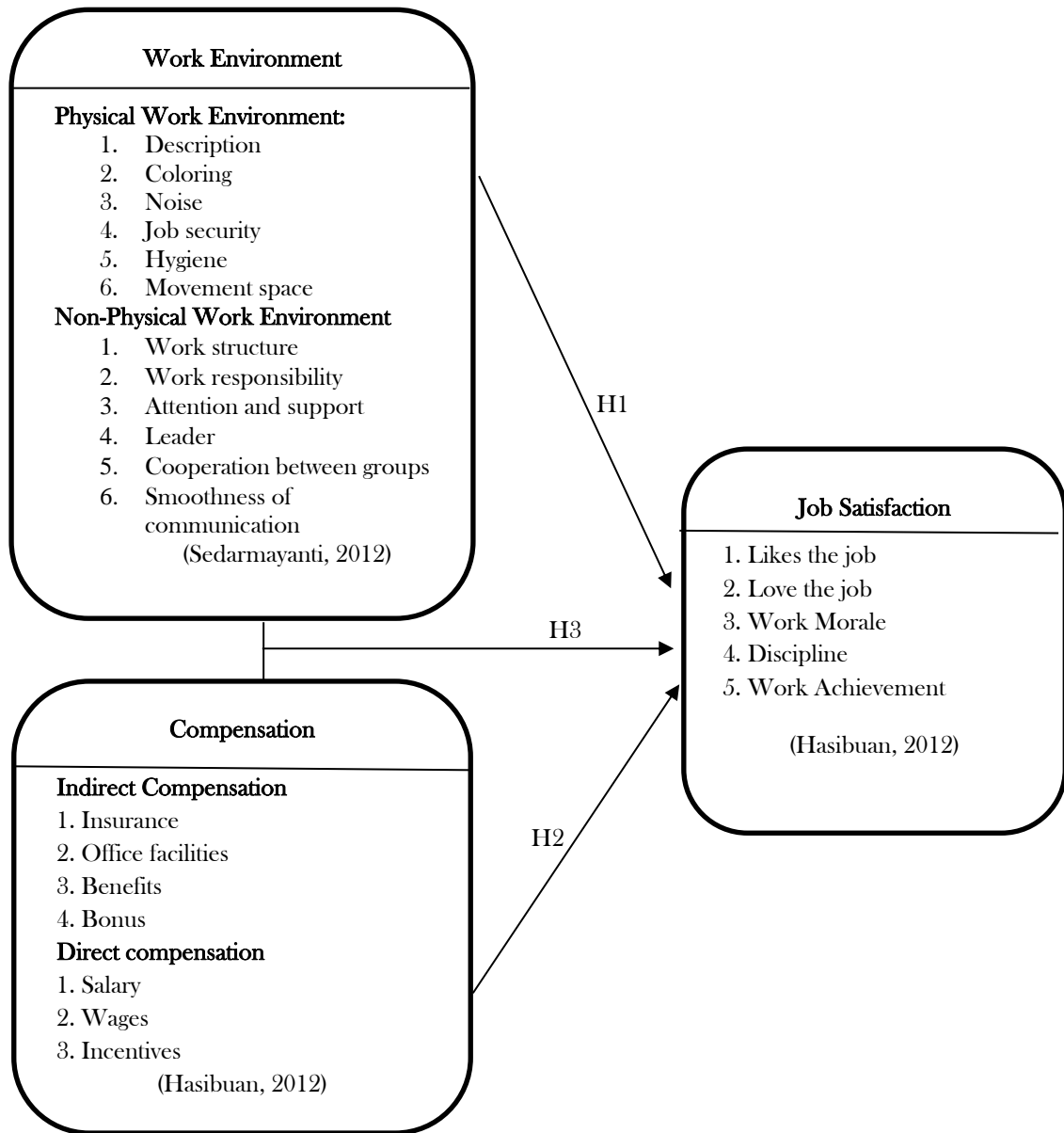


Figure 1. Framework

Hypothesis

The hypothesis proposed in this study can be formulated as follows:

1. The work environment has a positive and significant effect on the job satisfaction of Employees of the Regional Secretariat of the East Lampung Government.
2. Compensation has a positive and significant effect on the job satisfaction of Employees of the Regional Secretariat of the East Lampung Government.
3. Work Environment and Compensation together have a positive and significant effect on the job satisfaction of Employees of the Regional Secretariat of the East Lampung Government.

3. Methodology

The research method used in this study is the survey method. According to Sugiyono, (2012), the survey method is research conducted on large or small populations, but the data studied is data from samples taken from that population. All 109 employees of the Regional Government Secretariat of East Lampung Regency made up the study's population. The Slovin formula was used to calculate sampling in this study, and 52 samples were collected from workers at the Regional Government Secretariat of East Lampung Regency. A questionnaire was utilized to collect the data for this study, and the SPSS-21 for Windows computer was used to perform the calculations.

Operational Variables

Table 1. Operational Variables

Variable	Indicator	Question number
Work Environment (X1)	Lighting	1
	Coloring	2
	Air temperature	3
	Noise	4
	Job security	5
	Hygiene	6
	Movement space	7
	Work structure	8
	Work responsibility	9
	Leader attention and support	10
	Cooperation between groups	11
	Communication fluency	12
Compensation (X2)	Salary	13
	Wages	14
	Incentives	15
	Insurance	16
	Office facilities	17
	Benefits	18
	Bonus	19, 20, 21, 22
Job Satisfaction	Likes his job	23
	Love his job	24
	Work morale	27
	Discipline	28
	Work Achievement	29

Source: Data Processed, 2023

4. Research Results and Discussion

The primary data used in this study were collected by handing out questionnaires to staff members of the East Lampung Regency regional office. The following are the results of respondent characteristic data:

Table 2: Characteristics of Respondents Based on Age

No	Age	Amount	Percentage %
1	20-30	13	24,96
2	31-40	21	40,32
3	41-50	10	19,20
4	51-60	8	15,52
Amount		52	100%

Source: Data Processed, 2023

Based on table 2, it can be described that most of the respondents aged between 31-40 years were 21 respondents, or 40.32%. Then respondents aged 20-30 years totaled 13 respondents, or 24.96%. Furthermore, respondents aged 41-50 years totaled 10 respondents, or 19.20%. Respondents aged 51-60 years totaled 8 respondents, or 15.52%. It can be concluded that most employees in the secretariat of the regional government of East Lampung Regency are predominantly aged 31-40 years.

Table 3. Characteristics of Respondents Based on Education

No	Education	Amount	Percentage %
1	Strata	10	19,20
2	Bachelor	23	44,16
3	Diploma	10	19,20
4	SLTA	9	17,44
Amount		52	100

Source: Data Processed, 2023

Based on table 3, it can be described that respondents have a Bachelor's degree with 23 respondents or 44.16%. Then respondents with Strata and Diploma education amounted to 10 respondents or 19.20%. Furthermore, respondents with high school education amounted to 9 respondents or 17.44%. It can be concluded that most of the employees in the secretariat of the regional government of East Lampung Regency, predominantly have a Bachelor's degree.

Table 4. Characteristics of Respondents Based on Gender

No	Gender	Amount	Percentage %
1	Male	29	55,69
2	Female	23	44,32
Amount		52	100

Source: Data Processed, 2023

Based on table 4, it can be said that male respondents totaled 29 respondents, or 55.69%. Then female respondents totaled 23 respondents or 44.32%. It can be concluded that most of the employees in the regional secretariat of the East Lampung Regency government are male.

Validity Testing

Validity Test Results

The item is declared valid if $r\text{-count} \geq r\text{-table}$, with a significant level of 0.5 or ≥ 0.5 (Barusman, 2019). Measurement of the validity test can be done by comparing $r\text{-count}$ with $r\text{-table}$ using the critical number of correlation $r\text{-count}$, $\alpha = 0.05$ and the $r\text{-table}$ value of 0.279 ($r\text{-table} = n-2 = 52-2 = 0.279$).

Table 5. Results of the Work Environment Validity Test

Statement	r-count	r-table	Description
X1.1	0,544	0.279	Valid
X1.2	0,533	0.279	Valid
X1.3	0,740	0.279	Valid
X1.4	0,550	0.279	Valid
X1.5	0,422	0.279	Valid
X1.6	0,571	0.279	Valid
X1.7	0,618	0.279	Valid
X1.8	0,609	0.279	Valid
X1.9	0,681	0.279	Valid
X1.10	0,603	0.279	Valid
X1.11	0,738	0.279	Valid
X1.12	0,317	0.279	Valid

Source: Data Processed, 2023

Based on table 5, it is known that of the 12 statement item items in the 52 respondents' Work Environment variable trial (X1), it shows that all statement item items are valid, this is because the r-count value \geq r-table at a significant level of 5%.

Table 6. Compensation Validity Test Results

Statement	r-count	r-table	Description
X2.1	0,796	0.279	Valid
X2.2	0,867	0.279	Valid
X2.3	0,693	0.279	Valid
X2.4	0,868	0.279	Valid
X2.5	0,738	0.279	Valid
X2.6	0,815	0.279	Valid
X2.7	0,728	0.279	Valid
X2.8	0,788	0.279	Valid
X2.9	0,751	0.279	Valid
X2.10	0,822	0.279	Valid

Source: Data Processed, 2023

Based on table 6, it is known that of the 10 statement item items in the 52 responden trial, the Compensation variable (X2) shows that all statement item items are valid. This is because the r-count value \geq r-table is at a significant level of 5%.

Table 7. Job Satisfaction Validity Test Results

Statement	r-count	r-table	Description
Y.1	0,833	0.279	Valid
Y.2	0,694	0.279	Valid
Y.3	0,747	0.279	Valid
Y.4	0,730	0.279	Valid
Y.5	0,615	0.279	Valid
Y.6	0,722	0.279	Valid
Y.7	0,605	0.279	Valid
Y.8	0,684	0.279	Valid
Y.9	0,763	0.279	Valid
Y.10	0,719	0.279	Valid

Source: Data Processed, 2023

Based on table 7, it is known that of the 10 statement item items in the 52 respondents Job Satisfaction variable (Y) trial, it shows that all statement item items are valid. This is because the r-count value \geq r-table is at a significant level of 5%.

Reliability Testing

Reliability Test Results

Reliability testing in this study is used to show the level of reliability of the consistency of a statement construct used. Reliability testing can only be done after an instrument has been confirmed its validity. The calculation of the reliability test of this research instrument uses the Cronbach Alpha method formula:

Table 8. Reliability Test Results

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Work Environment (X1)	.831	12
Compensation (X2)	.931	10
Job satisfaction (Y)	.890	10

Source: Data Processed, 2023

Based on table 8, it is known that the Cronbach's Alpha value of the Work Environment variable (X1) is 0.831. Because the Work Environment variable (X1) has a Cronbach's Alpha value of 0.831 greater than 0.600, it can be concluded that the statement construct of the Work Environment variable (X1) is reliable it is well known that the Compensation variable's (X2) Cronbach's Alpha value is 0.931. Given that the Cronbach's Alpha value for the Compensation variable (X2) is 0.931, which is higher than 0.600, it can be said that the Compensation variable's (X2) statement construct is trustworthy. It is well known that the job satisfaction variable's (Y) Cronbach's Alpha value is 0.890. The statement construct of the Job Satisfaction variable (Y) can be regarded as reliable because it has a Cronbach's Alpha score of 0.890, which is higher than 0.600.

Multiple Linear Regression Analysis

T-Statistic Test

Table 9. t-Statistic Test Results

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.154	5.899		3.586	.001
	Work Environment	.312	.101	.332	3.094	.000
	Compensation	.393	.080	.528	4.925	.003

a. Dependent Variable: Job Satisfaction

Source: Data Processed, 2023

Based on table 9, it can be concluded that the regression coefficient value for the work environment variable is 0.312 and the compensation variable is 0.393, so it can be said that the work environment and compensation have an influence on employee job satisfaction at the regional secretariat of the East Lampung district government.

F-Statistic Test

Using a statistical program, the F test was performed to ascertain the simultaneous impact of the independent variables on the dependent variable. The F test's outcomes are as follows:

Table 10. F-test Results
ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1 Regresion	965.062	3	321.687	40.891	.000 ^b
Residual	377.611	48	7.867		
Amount	1342.673	51			

a. Predicators (Constant): Work Environment, Compensation

b. Dependent Variable: Job Satisfaction

Source: Data Processed, 2023

Based on table 10 of the calculation results, the calculated F test value is 40.891, a significant level of 0.000b. So if F count is $40.891 > F$ table 2.80, then H_0 is rejected and H_a is accepted. It is concluded that simultaneously or together, the work environment variables (X1) and compensation (X2) affect job satisfaction (Y).

Determination R-Square Test

Table 11. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Dur bin-Watson
1	.848 ^a	.719	.701	2.80480	1.905

Source: Data processed, 2023

Based on table 11, the coefficient of determination R^2 is 0.848. The test results that have been carried out provide good results and can be interpreted that as much as 84.8% of the variation in job satisfaction variables can be explained by work environment variables and compensation variables. While the remaining 15.2% is explained by other variables.

Discussion

Effect of the Work Environment on Job Satisfaction

The total tooling and materials a person use, as well as his working practices and organizational arrangements, whether he works alone or with a group, make up his work environment. This statement is reinforced by partial calculations that result in the work environment having a significant effect on job satisfaction, as evidenced by the results of the t-count test calculation of $3.094 \geq t$ -table 1.67, so H_0 is rejected and H_a is accepted. This means that there is a significant influence on the work environment and job satisfaction of employees of the regional secretariat of the East Lampung district government.

Effect of Compensation on Job Satisfaction

Compensation is all income in the form of money or direct or indirect goods received by employees in exchange for services provided to government agencies. This statement is reinforced by partial calculations that result in compensation having a significant effect on job satisfaction, as marked by the results of the calculation of the t-count test $4.925 \geq t$ -table 1.67, so H_0 is rejected and H_a is accepted. This means that there is partially a significant influence between compensation and job satisfaction among employees of the regional secretariat of the East Lampung district government.

Effect of Work Environment and Compensation on Job Satisfaction

Based on the test results obtained, an F count of 40,891 with a significance level of 0.000 was accepted. It can be concluded that work environment factors and remuneration both have an impact on the level of employee satisfaction with their work at the Regional Secretariat of the East Lampung Regency Government. With a coefficient of determination R of 0.848. While the remaining 15.2% is explained by other variables outside the other research models.

5. Conclusions and Implication

Conclusion

Based on the results of research on the effect of Work Environment and Work Compensation on Employee Job Satisfaction at the Regional Government Secretariat of East Lampung Regency, it is concluded as follows:

1. Employee job satisfaction at the Regional Secretariat of the East Lampung Regency Government is positively and significantly impacted by the work environment. This demonstrates that an employee's sense of job satisfaction increases in direct proportion to how pleasant their working environment is.
2. In the Regional Secretariat of the East Lampung Regency Government, compensation has a positive and significant impact on employee job satisfaction. This shows that employee job satisfaction increases as their perception of the salary they receive increases.
3. Work environment and compensation have a positive and significant impact on job satisfaction. This indicates that the level of job satisfaction held by employees at the Regional Secretariat of the East Lampung Regency Government increases proportionally with how well they perceive their work environment and how appropriate their compensation is.

Implication

1. The current work environment, both physically and mentally, should be maintained and enhanced by the Regional Secretariat of the East Lampung Regency Government. This is accomplished through managing the workplace's temperature so that it supports employees' ability to work, managing noise levels, using colors that provide a fresh impression, fostering pleasant relationships among staff members, and maintaining positive relationships between superiors and subordinates.
2. The Regional Secretariat of the East Lampung Regency Government should pay attention to compensation issues, both direct and indirect, in order to improve performance and raise employee satisfaction at work.
3. It is necessary to conduct similar research by adding research variables other than existing ones, such that studies on job satisfaction are more accurate, such as leadership, organizational culture, organizational commitment, work culture, and work motivation.

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