

THE INFLUENCE OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE JOB SATISFACTION AT CV. AMANDA BROWNIES MAKASSAR

*Pengaruh Lingkungan Kerja dan Kompensasi terhadap
Kepuasan Kerja Karyawan pada CV. Amanda Brownies Makassar*

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Abstract

This study aims to examine the effect of physical work environment, non-physical work environment, financial compensation and non-financial compensation on employee job satisfaction at CV. Amanda Brownies. The population in this study were 74 respondents and used as a sample consisting of validity, reliability, normality, heteroscedasticity, multicollinearity, partial test, simultaneous test and determination coefficient test. The data used is quantitative data with multiple regression analysis tools using the SPSS Version 26 data processing application. The test results show that the physical work environment, non-physical work environment, financial compensation and non-financial compensation have a positive and significant effect on job satisfaction. Physical work environment, non-physical work environment, financial compensation and non-financial compensation simultaneously have a positive and significant effect on job satisfaction.

Keywords: work environment, compensation, job satisfaction, human resource management

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh lingkungan kerja fisik, lingkungan kerja non fisik, kompensasi finansial dan kompensasi non finansial terhadap kepuasan kerja karyawan pada CV. Amanda Brownies. Poulasi dalam penelitian ini adalah 74 responden dan dijadikan sebagai sample yang terdiri dari uji validitas, reliabilitas, normalitas, heteroskedastisitas, multikolinearitas, uji parsial, uji simultan dan uji koefisien determinasi. Data yang digunakan adalah data kuantitatif dengan alat analisis regresi berganda menggunakan aplikasi olah data SPSS Versi 26. Hasil pengujian menunjukkan lingkungan kerja fisik, lingkungan kerja non fisik, kompensasi finansial dan kompensasi non finansial berpengaruh positif dan signifikan terhadap kepuasan kerja. Lingkungan kerja fisik, lingkungan kerja non fisik, kompensasi finansial dan kompensasi non finansial secara simultan berpengaruh positif dan signifikan terhadap kepuasan kerja.

Kata kunci: lingkungan kerja, kompensasi, kepuasan kerja, manajemen sumber daya manusia

1. INTRODUCTION

In the current era of globalization, competition in the market is becoming more intense, especially many large companies that contribute to increasing competition in this sector Marwanto & Hasyim, (2023). In this context, the main objective of establishing a company is to obtain as much profit as possible by spending the smallest possible capital. In achieving company goals, a company is required to ensure that the resources that support its operations, such as raw materials, machinery, equipment, and labour or employees are optimally available Fachrezi & Khair, (2020). Managing employees is one of the keys to the success of a business organization. The task of human resource managers in managing employees includes how efforts might be made to increase employee job satisfaction. Job satisfaction is an important consideration for employees to be loyal and stay with a company.

Moreover, in increasing job satisfaction, companies are required to create a conducive work environment and harmonious compensation. Because a conducive work environment will make employees feel comfortable and happy when they are at work. Employees will feel more enthusiastic about completing their duties. A conducive work environment can reduce employee fatigue after work and create employee job satisfaction. Providing a good work environment will provide satisfaction to employees so that employees will provide good results for the company Rahmawati et al., (2022). Apart from a conducive work environment, compensation that is in line also affects employee job satisfaction. Compensation is all income received by employees in the form of money or goods, both received directly or indirectly in return for services provided to the company Hasibuan, (2017: 121). Direct compensation is the provision of rewards directly to employees in the form of salaries, wages, or incentives that are directly related to the work the employee does. While indirect compensation is the provision of compensation to employees as an addition based on leadership policies, an example of indirect compensation is holiday allowances Nawawi, (2011).

According to Andriany (2019) states that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors. Job satisfaction in an organization reflects how much or how much employees like their own jobs. Employees' attitudes towards work can be measured by their reactions to work and their emotional reactions. Taló et al. (2020) explain that humans use reason and emotion to guide their every action, therefore when one is not functioning properly, it prevents them from completing their tasks. Job satisfaction can be defined as an individual's attitude towards work, and the amount of reward workers receive matches the amount of reward they receive.

This research was conducted at CV. Amanda Brownies Makassar Branch located at Jl. Kima 10 which is a company engaged in retail Food & Beverage originating from the city of Bandung and was founded in 2004. Starting from a home industry which is now an icon of the archipelago's taste and is now spread across 4 islands in Indonesia, including Java Island, Sumatra Island, Sulawesi Island and Kalimantan Island. The phenomenon in this study that is still felt by employees of CV. Amanda Brownies Makassar Branch, namely the dissatisfaction of employees with equitable rewards. Where employees who want their pay system to be in line with their expectations of their performance against the company are still inadequate, because their expectations for their achievements are still relatively moderate and when the achievement of employee sales targets reaches up to 150%, they expect to get a reward according to their achievements. However, the fact is that when they get a target of 100% or 150% the company still gives the same reward or there is no increase in the reward.

2. MATERIALS AND METHODS

Work Environment

According to some experts, the definition of physical work environment may vary depending on the point of view and context. According to the study of Bahri & Ritonga (2022), the physical work environment is everything around the workplace that can affect employees either directly or indirectly. Some researchers, such as Keren et al. (2023), are of the view that the physical work environment includes all conditions around the work environment that can directly or indirectly affect employees, such as the work environment that has a direct impact on employees, namely temperature, humidity, air circulation, lighting, noise, mechanical vibration, odour, colour and other factors that affect the work environment are human health in the workplace. the physical work environment is a factor related to the relationship between a person and his co-workers

and superiors, both the same and different types of work (Bahagia et al., 2018). According to Yohanes et al. (2022), several indicators of the physical work environment, namely:

1. Lighting in the workspace: Lighting that is sufficient but not blinding will help create employee performance.
2. Air circulation in the workspace: Good air circulation will nourish the body. Adequate air circulation in the workspace is necessary if the room is full of employees.
3. Noise: Noise interferes with concentration, no one likes to listen to noise, because noise is a disturbance to a person.
4. Use of colour: Colour can have an effect on the human spirit, actually not colour alone is considered but the composition of the colour also needs to be considered.
5. Air humidity: Humidity is the amount of water contained in the air, usually expressed as a percentage, this humidity is related to or influenced by air temperature.
6. Facilities: Facilities are a support for employees in carrying out their activities at work.

The non-physical work environment is a situation related to work relationships, both the relationship between employees and the relationship between employees and superiors Kurniawan (2022). Understanding the non-physical work environment, the non-physical work environment is also influential in achieving the goals of the company. This is because, the non-physical work environment is communication between superiors and subordinates (Benny et al., 2015). According to Yohanes et al. (2022) states that the non-physical work environment is all the circumstances that occur related to work relationships, both with superiors and with co-workers, or even with subordinates. The non-physical work environment is a condition related to employee relations that can be influenced by performance (Kristanti, 2017). According to Hasibuan (2017), the non-physical work environment is all the circumstances that occur related to work relationships, both relationships with superiors and with fellow co-workers, or relationships with subordinates. Moreover, the indicators of non-physical work environment according to Fath (2015), are as follows:

1. Work procedures, which are a series of work procedures that are arranged in sequence, so that a gradual sequence of work is formed in completing a job.
2. Work standards, are task, function or behavioural requirements set by an employer as goals to be achieved by an employee.
3. Supervisor responsibility, which is the responsibility of a supervisor to organize employee tasks so that they can be done effectively and fairly. Supervisors are also responsible for conducting employee evaluations to ensure the achievement of goals set by the company.
4. Task clarity, which includes the extent to which the worker demands the completion of all work pieces as a whole and can be recognized by employees. In this case employees are required to understand and be able to carry out their work based on instructions from superiors.
5. A reward system, which is a program used to recognize individual employee achievements, such as the achievement of goals or projects or the use of creative ideas.

Compensation

According to Wibowo (2015), financial compensation is the most widely considered compensation by employees in choosing a job. According to Simamora (2015), financial compensation is an award received by employees in the form of money. According to Saydam (2015), financial compensation is the provision of physical cash to employees as

a result of work done for the company, the amount of which is in accordance with the agreement / determination of the company. Financial compensation is the core of the belief in financial needs that can affect financial values that can affect employee happiness (Sahronia, 2015). Indicators of financial compensation According to Lestari, (2018: 22), indicators of financial compensation are as follows:

1. Base Salary: The basic salary (base pay) paid to employees based on a certain position level that has been determined.
2. Bonus: A form of reward given to workers who are able to work in such a way that the prevailing productivity levels are exceeded.
3. Incentives: Direct rewards paid to employees because their performance exceeds specified standards.
4. Allowances: Indirect services provided by the company to its workforce beyond wages and salaries to cover the extra needs of employees, such as holiday allowances, pensions, official clothing, cafeterias, prayer rooms, sports, and excursions.

According to Rivai (2015), non-financial compensation is an inducement given to employees in the form of appreciation, reinforcement based on work performance. According to Simamora (2015), non-financial compensation is any form of reward given by the company in the form of not money that a person gets from the job itself, or from the psychological, and or physical environment in which the person works. According to Rivai (2014), non-financial compensation is compensation provided by the company in addition to financial compensation. Non-financial compensation consists of compensation related to the company and the work environment. Furthermore, the indicators of non-financial compensation according to Rivai (2014), indicators of non-financial compensation are as follows:

1. Opportunities for employees to advance in their careers.
2. Promotion for the movement of employees to higher positions within an organization or company so that their rights, status and income obligations are greater.
3. Job performance for other career development activities of the employees.

Job Satisfaction

Job satisfaction is enjoyed in work, outside work and a combination of inside and outside work (Hasibuan, 2021). According to Robbins (2016: 221), job satisfaction is a person's general attitude towards the work he is doing as a difference between how much he gets and what he believes he should get. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters concerning physical and psychological factors (Sutrisno, 2016: 68). According to Handoko (2020: 52), job satisfaction as an employee's pleasant or not income about his job, the feeling is seen from the employee's good behaviour towards work and all things experienced compensation. Indicators of job satisfaction According to Hasibuan, (2021: 202), indicators of job satisfaction are as follows:

1. Salary payment: The amount of payment received and the degree to which the payment corresponds to the work performed.
2. The work itself: The extent to which the job is perceived as interesting, provides opportunities to learn and gives responsibility.
3. Co-workers: The extent to which coworkers are friendly, competent, and provide encouragement and support at work.
4. Promotion: The availability of promotion opportunities to further advance placement at work.

5. Supervision: Technical competence and interpersonal skills from immediate supervisor.
6. Working conditions: The extent to which physical and non-physical compensation provides comfort and supports productivity at work.

Based on the explanation above, the hypothesis can be concluded:

1. H1: Physical Work Environment has a positive and significant effect on Job Satisfaction.
2. H2: Non-physical work environment has a positive and significant effect on job satisfaction.
3. H3: Financial Compensation has a positive and significant effect on Job Satisfaction.
4. H4: Non-financial compensation has a positive and significant effect on job satisfaction.
5. H5: Physical Work Environment, Non-Physical Work Environment, Financial Compensation and Non-Financial Compensation simultaneously have a positive and significant effect on Job Satisfaction.

Methods

Job In this study the authors used quantitative descriptive research methodology. This research was conducted at CV. Amanda Brownies Makassar Branch. The research time started from September 2024 to October 2024 at CV. Amanda Brownies Makassar Branch. The population in this study were all employees of CV. Amanda Brownies Makassar Branch. As is known, there are 272 employees of CV. Amanda Brownies. The number of samples in this study were 74 respondents and the sampling technique is random sampling. The Likert scale is also applied in this study. The identification of research variables is intended to provide clarity and limitations to the research concept. This research is a quantitative descriptive study that describes the characteristics of respondents and to test existing ones, with a quantitative approach. Researchers will analyse the following variables: physical work environment, non-physical work environment, financial compensation, non-financial compensation and employee job satisfaction.

3. RESULTS AND DISCUSSIONS

Berdasarkan hasil perhitungan Rasio Valuasi Saham, diperoleh hasil di Tabel 3, dari rujukan Tabel 2 dari penelitian Anwar (2024):

Table 1. Respondent Characteristics

Respondent Characteristics		Total	
		Employee	Percentage (%)
Gender	Male	30	40,5%
	Female	44	59,5%
Age	19-25 years old	33	44,6%
	26-30 years old	24	32,4%
	31-35 years old	9	12,2%
	> 35 years old	8	10,8%
Latest Education	High School	30	40,5%
	Diploma	25	33,8%
	Undergraduate	19	25,7%
Length of Service	1-4 years	44	59,5%
	5-8 years	23	31,1%
	9-12 years	7	9,4%

Source: Data Processed (2024)

Based on Table 1, the data obtained through distributing questionnaires shows that the largest proportion of respondents are female as many as 44 people or 59.5% and men as many as 30 people or 40.5% of a total of 74 employees or 100%. The data obtained through

distributing questionnaires shows that respondents according to age show that the highest age is at the age of 19-25 years as many as 33 employees or 44.6%, age 26-30 years as many as 24 employees or 32.4%, age 31-35 years as many as 9 employees or 12.2% and age 35+ years as many as 8 employees or 10.8%, out of 74 employees or 100%. The data obtained through distributing questionnaires shows that the largest proportion of respondents are high school educated as many as 30 employees or 40.5%, D3 educated as many as 25 employees or 33.8% and S1 educated as many as 19 employees or 25.7% of a total of 74 employees or 100%. Table 1 also shows that the largest proportion of respondents are of working age of 1-4 years as many as 44 employees or 59.5%, working age of 5-8 years as many as 23 employees or 31.1% and working age of 9-12 years as many as 7 employees or 9.4% of a total of 74 employees or 100%.

Table 2. Simple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.615	5.041		4.089	.000
	Physical Work Environment	1.207	.178	1.044	6.788	.000
	Non-Physical Work Environment	.970	.082	.884	11.792	.000
	Financial Compensation	.392	.164	.162	2.391	.020
	Non-Financial Compensation	1.408	.326	.652	4.317	.000

a. Dependent Variable: Total_Y

Source: Data Processed (2024)

Based on Table 2 above, the regression line equation can be expressed in the following equation:

$$Y = 20.615 + 1.207X_1 + 0.970X_2 + 0.392X_3 + 1.408X_4 + e$$

The regression equation seen can be explained as follows:

1. The coefficient value of Physical Work Environment (b1) is 1.207 with a positive value. This means that every time the Physical Work Environment increases by 1%, the Job Satisfaction variable will increase by 20.615 assuming other variables are constant.
2. The non-physical work environment coefficient (b2) is 0.970 with a positive value. This means that every time the Non-Physical Work Environment increases by 1%, the Job Satisfaction variable will increase by 20.615 assuming other variables are constant.
3. The coefficient value of Financial Compensation (b3) is 0.392 with a positive value. This means that every 1% increase in Financial Compensation increases the Job Satisfaction variable will increase by 20.615 assuming other variables are constant.
4. The coefficient value of Non-Financial Compensation (b4) is 1.408 with a positive value. This means that every 1% increase in Non-Financial Compensation increases the Job Satisfaction variable will increase by 20.615 assuming other variables are constant.

Based on the table above, the value of Physical Work Environment (X1) t count is greater than t table (6.788 > 1.665) and the significance level is smaller than 5% (0.000 < 0.05). The value of Non-Physical Work Environment (X2) t count is greater than t table (11.792 > 1.665) and the significance level is less than 5% (0.000 < 0.05). The value of Financial Compensation (X3) t count is greater than the t table (2.391 > 1.665) and the significance level is less than 5% (0.020 < 0.05). The value of Non-Financial Compensation (X4) t count

is greater than t table ($4.317 > 1.665$) and the significance level is less than 5% ($0.000 < 0.05$).

Table 3. F-Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	807.145	4	201.786	50.456	.000b
	Residual	275.949	69	3.999		
	Total	1083.095	73			
a. Dependent Variable: Total_Y						
b. Predictors: (Constant), Total_X4, Total_X3, Total_X2, Total_X1						

Source: Data Processed (2024)

From the table above, the result of F count is greater than F table ($50.456 > 2.50$) and the significance level of 5% or 0.05 is smaller than the simultaneous test significance result ($0.000 < 0.05$). With these results, the variables of Physical Work Environment, Non-Physical Work Environment, Financial Compensation and Non-Financial Compensation simultaneously have a positive and significant effect on Job Satisfaction.

4. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of the discussion using quantitative analysis methods where to find the effect of the physical work environment (X1), non-physical work environment (X2), financial compensation (X3), non-financial compensation (X4) on Job Satisfaction (Y) at CV. Amanda Brownies Makassar Branch. Based on the results of t-test testing, the physical work environment affects employee job satisfaction, the non-physical work environment affects employee job satisfaction, financial compensation affects employee job satisfaction, non-financial compensation affects employee job satisfaction. And based on the results of the f-test testing the physical work environment, non-physical work environment, financial compensation and non-financial compensation simultaneously have a positive and significant effect on job satisfaction.

Recommendations

It is expected to maintain the physical work environment, especially in increasing the use of colour in increasing employee job satisfaction, can improve the non-physical work environment, especially in improving work standards such as a clear division of labour in increasing job satisfaction, can apply realistic targets related to bonuses received by employees in increasing employee job satisfaction, provide space for employees with high school education to be promoted in employee career development, and can create a conducive work environment and maintain both financial and non-financial compensation in increasing employee job satisfaction.

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