The Influence of Compensation, Work Environment, and Job Stress on Employee Job Satisfaction at PT Indomarco Prismatama.

Muhammad Hibbanduta[1], Renny Husniatir[2], Syarif Ali[3], Suryani Maryam[4]

[1,2,3,4]Fakultas Ekonomi dan Bisnis, Universitas Pembangunan Nasional Veteran Jakarta, Indonesia

A R T I C L E I N F O	ABSTRACT
	This research is a quantitative research that aims to determine the influence of work environment and work stress on job satisfaction. This study used 54 employees of PT Indomarco Prismatama and employees of Indomaret outlets in Pancoran, South Jakarta as samples. The analysis technique used in this study is descriptive analysis technique and inferential analysis using the SmartPLS 3.2.9 test tool. Testing the hypothesis in this study using the T test with a significance level of 5% (0.05). The research results show (1) compensation have a positive and significant influence on job satisfaction; (2) the work environment has a positive and significant influence on job satisfaction; (3) work stress has a positive and significant effect on job satisfaction; and (4) compensation, work environment and work stress have a significant effect simultaneously on employee job satisfaction.

Corresponding Author:

Muhammad Hibbanduta,
Fakultas Ekonomi dan Bisnis,
Universitas Pembangunan Nasional Veteran Jakarta,
Jalan RS. Fatmawati Raya, Pd. Labu, Cilandak, Depok City, West Java 12450.
Email: hibbanduta@gmail.com

1. INTRODUCTION

One of the important factors in an organization is human resources (HR), as with quality HR, the organization can more easily achieve its goals. HR also becomes a valuable asset in an organization because it is capable of directing, developing, and sustaining the organization with its strengths. The strengths possessed by HR must be optimized in their utilization; therefore, the management of the organization's HR quality needs to be improved. To manage and enhance the HR owned, the organization needs good Human Resource Management (HRM) that can encourage individuals to contribute efficiently and effectively in order to achieve the organization's goals.

Rapidly growing companies are typically characterized by high job satisfaction among their employees (Tun Huseno, 2021). This statement indicates that job satisfaction is an important aspect to be maintained and paid attention to, as according to (Lussier & Hendon, 2019), job satisfaction will impact work productivity, employee absenteeism, and turnover intentions. Job satisfaction not only affects the employees themselves but also has an impact on the organization. If job satisfaction is high, work productivity and morale will increase, and the desire to leave the job will decrease, conversely, if job satisfaction is low, these aspects may suffer. Furthermore, employees who are dissatisfied with their jobs may engage in various issues, such as violating rules and sabotaging the

performance of other employees (Lussier & Hendon, 2019). In a survey conducted by SHRM (Lussier & Hendon, 2019), the top contributors to job satisfaction were Respectful treatment of all employees at all levels (65% said it was very important); Trust between employees and senior management (61%); Tied with Compensation (61%).

Table 1. Pre-Survey

No.	Statement	Answers			
		Yes		No	
1	Work facilities support performance	7	35%	13	65%
2	Colleagues support each other	9	45%	11	55%
3	When there is a problem, I often provide input to my superior	3	15%	17	85%
4	I am loyal to the company	5	25%	15	75%
5	I neglect my work when dissatisfied with it	8	40%	12	60%
	Pre-Survey Average	32%		68%	

Source: Pre-Survey Primary Data (2023)

Based on the pre-survey results above, it was found that 68% of PT Indomarco Prismatama employees are dissatisfied with their jobs. The highest percentage was found in point 3, with 85% expressing dissatisfaction, particularly when there is an issue, they rarely provide feedback to their superiors because they feel less connected to their superiors. Additionally, it is followed by the fact that some are dissatisfied with the facilities provided at their workplace, with a dissatisfaction rate reaching 65%, mainly due to uncomfortable warehouse space due to heat, making the facilities considered inadequate. Dissatisfaction can also be measured through the statement that there are employees who are not loyal, meaning they want to leave their jobs and look for another company, reaching 75%.

Compensation is one of the most effective ways for the human resources department to enhance work performance, motivation, and job satisfaction of employees (Masram & Mu'ah, 2017, hlm. 38). As stated by the experts above, compensation can improve employee job satisfaction, and companies should consider the well-being of their employees by providing compensation based on their performance to meet their needs and welfare. Compensation can be classified as either financial or non-financial, and both direct and indirect compensation. Every organization is obligated to provide fair and proper compensation to its employees. When compensation is given fairly and appropriately, it benefits multiple parties. If employees are adequately and fairly compensated, their job satisfaction will be fulfilled, leading to optimal performance for the organization.

Another factor that can influence employee job satisfaction is the work environment. Happiness is a crucial psychological aspect that greatly affects how individuals carry out their work. The warmth of colleagues, a comfortable office atmosphere, adequate facilities, and other factors contribute to a sense of joy and contentment in the workplace. For employees, these psychological aspects are highly essential in their daily life within the organization. Therefore, the importance of a positive work environment is evident in influencing mood and fostering high work morale. Additionally, the organization is not just a workplace; rather, it serves as a container for life. It is a place where everyone lives their lives, and the primary goal of life is to attain happiness, with a positive work environment being the answer (Harras et al., 2020).

According to KBBI (2021), work-related stress can occur due to emotional disturbances caused by external factors. In this case, everyone can experience work-related stress due to pressure or emotional disturbances from within themselves. Work-related stress can also be defined as a condition of tension that affects a person's emotions, thinking processes, and overall well-being (Handoko, 2017:200) in (Pano, 2022). An individual will experience work-related stress when there is emotional tension while working, leading to instability in their thought patterns and emotions.

Research conducted by Santosa & Sudirdjo, (2023), Baqi & Indradewa, (2021), Tupamahu et al., (2022), Ristowati & Turangan, (2022), Prasetio et al., (2019), Garibaldi, (2019), Nuraini et al., (2022), Yuananda & Indriati, (2022) states that there is a positive and significant influence of compensation on job satisfaction, meaning that higher compensation leads to higher employee job satisfaction. On the other hand, Bunawan & Turangan, (2021), Kurniawan & Nurohmah, (2022) argue that compensation does not have a significant effect on job satisfaction.

Furthermore, research related to the work environment conducted by Sudrajat et al., (2022), Kurniawan & Nurohmah, (2022), Nuraini et al., (2022), Dhyan Parashakti et al., (2019) suggests that the work environment has a positive and significant influence, meaning that a better work environment leads to higher job satisfaction among employees. In contrast, the findings of a study by Titania et al., (2021) suggest that the work environment does not have a significant effect on job satisfaction.

Regarding work-related stress, it was found that there is a positive but insignificant influence of work-related stress, as studied by Polopadang et al., (2019). However, on the other hand, it was also found that work-related stress can negatively but insignificantly affect job satisfaction, as suggested by Tupamahu et al., (2022). There are also studies that indicate work-related stress has a negative and significant impact on job satisfaction, conducted by Hayajneh et al., (2021), Prasetio et al., (2019), Astuti & Zulkarnain, (2020).

Based on the background described above and supported by previous research findings, the researcher is interested in studying and exploring information about the Influence of Compensation, Work Environment, and Work-Related Stress on Employee Job Satisfaction at PT Indomarco Prismatama..

2. RESEARCH METHOD

Population is defined as a generalization area consisting of objects or subjects that possess qualities and characteristics, which the researcher chooses to study and eventually draw a conclusion from (Sugiyono, 2021). According to (Arikunto, 2016), in research with a population of fewer than 100 individuals, all members of the population are designated as the sample so that all information can be included in the study. Based on Arikunto's statement, the researcher intends to consider the entire population as the research subject since the population size to be studied is less than 100, specifically 54 individuals.

The technique used by the researcher to obtain primary data sources is a questionnaire, which will then be measured using a Likert scale distributed to 54 employees of Indomaret in the Pancoran area, South Jakarta. The questionnaire used in this study includes statements related to the variables of compensation, work environment, work-related stress, and job satisfaction.

Data analysis technique is defined as the activity carried out after the data sources of a research are collected. In this activity, the data is categorized by the researcher based on variables, respondent characteristics, data calculations based on variables and respondents, presenting data from each studied variable, and finally, processing the data to answer and test the research problem formulation and hypotheses formulated by the researcher (Sugiyono, 2021). The data analysis techniques used in this study are descriptive analysis and inferential analysis using SmartPLS 3.2.9 software.

Framework of Thought
The framework in this study is described as follows:
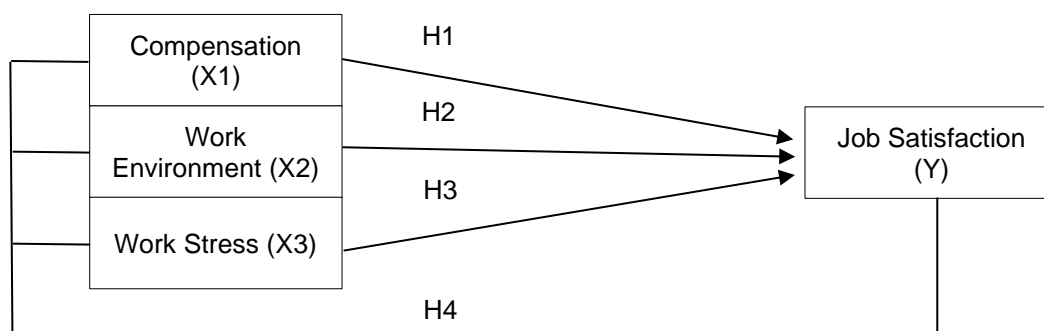
Hypotheses
Referring to the previous research results and the outlined theoretical framework, the proposed hypotheses are as follows:

H_1: Compensation affect Job Satisfaction of Indomaret employees in the Pancoran area, South Jakarta.

H_2: Work environment affect Job Satisfaction of Indomaret employees in the Pancoran area, South Jakarta.

H_3: Job stress affect Job Satisfaction of Indomaret employees in the Pancoran area, South Jakarta.

H_4: Compensation, Work Environment, and Job Stress, affect Job Satisfaction of Indomaret employees in the Pancoran area, South Jakarta.

3.   RESULTS AND DISCUSSIONS

Table 2. Results of the Analysis of Respondent's Answer Index Regarding Job Satisfaction

Statement items	1 F	1 %	2 F	2 %	3 F	3 %	4 F	4 %	5 F	5 %	Index F	Index %	Category
KK1	0	0%	3	6%	4	7%	16	30%	31	57%	47	88%	High
KK2	2	4%	0	0%	3	6%	21	39%	28	52%	47	87%	High
KK3	0	0%	3	6%	2	4%	18	33%	31	57%	48	89%	High
KK4	0	0%	1	2%	3	6%	18	33%	32	59%	49	90%	High
KK5	34	63%	16	30%	4	7%	0	0%	0	0%	49	91%	High
KK6	0	0%	0	0%	4	7%	14	26%	36	67%	50	92%	High
KK7	0	0%	2	4%	5	9%	15	28%	32	59%	48	89%	High
KK8	0	0%	2	4%	3	6%	19	35%	30	56%	48	89%	High
Average Index											48	89%	**High**

Source: Data Processed (2023)

Based on the answers given by the respondents regarding the variable of job satisfaction, it is known that all statement items have an index score with an average index of 48 or 89%. Therefore, the average index score of the job satisfaction variable in the three-box method theory falls into the high category. This means that the indicators of Work Climate, Colleagues, Voice, and Loyalty have a very positive impact on the variable of job satisfaction, based on the responses from employees of PT Indomarco Prismatama.

Table 3. Results of the Analysis of Respondent's Answer Index Regarding Compensation

Statement Items	1 F	1 %	2 F	2 %	3 F	3 %	4 F	4 %	5 F	5 %	Index F	Index %	Category
K1	1	2%	2	4%	4	7%	30	56%	17	31%	44,4	82%	High
K2	1	2%	2	4%	4	7%	23	43%	24	44%	45,8	85%	High
K3	0	0%	3	6%	4	7%	26	48%	21	39%	45,4	84%	High
K4	0	0%	1	2%	5	9%	30	56%	18	33%	45,4	84%	High
K5	1	2%	1	2%	4	7%	23	43%	25	46%	46,4	86%	High
K6	0	0%	2	4%	5	9%	23	43%	24	44%	46,2	86%	High
K7	1	2%	2	4%	3	6%	23	43%	25	46%	46,2	86%	High
K8	0	0%	1	2%	6	11%	23	43%	24	44%	46,4	86%	High
K9	0	0%	1	2%	5	9%	19	35%	29	54%	47,6	88%	High
K10	1	2%	0	0%	4	7%	23	43%	26	48%	47	87%	High
Average Index											46,1	85%	**High**

Source: Data Processed (2023)

Based on the answers given by the respondents regarding the variable of compensation, it is known that all statement items have an index score with an average index of 46.1 or 85%. Therefore, the average index score of the compensation variable in the three-box method theory falls into the high category. This means that the indicators of Salary and Wages, Incentives, Fairness, Consistency, and Equality have a very positive impact on the compensation variable, based on the responses from employees of PT Indomarco Prismatama.

Table 4. Results of the Analysis of Respondent's Answer Index Regarding the Work Environment

Statement Items	1		2		3		4		5		Index		Category
	F	%	F	%	F	%	F	%	F	%	F	%	
LK1	0	0%	1	2%	6	11%	16	30%	31	57%	47,8	89%	High
LK2	1	2%	1	2%	5	9%	21	39%	26	48%	46,4	86%	High
LK3	0	0%	3	6%	5	9%	20	37%	26	48%	46,2	86%	High
LK4	0	0%	1	2%	5	9%	19	35%	29	54%	47,6	88%	High
LK5	2	4%	1	2%	4	7%	24	44%	23	43%	45,4	84%	High
LK6	0	0%	2	4%	2	4%	27	50%	23	43%	46,6	86%	High
LK7	0	0%	2	4%	2	4%	24	44%	26	48%	47,2	87%	High
LK8	0	0%	2	4%	4	7%	21	39%	27	50%	47	87%	High
Average Indeks											**46,8**	**87%**	**High**

Source: Data Processed (2023)

Based on the answers given by the respondents regarding the variable of the work environment, it is known that all statement items have an index score with an average index of 46.8 or 87%. Therefore, the average index score of the work environment variable in the three-box method theory falls into the high category. This means that the indicators of Work Comfort, Facilities, Social Relationship Harmony, Attention, and Leader Support have a very positive impact on the work environment variable, based on the responses from employees of PT Indomarco Prismatama.

Table 5. Results of the Analysis of Respondent's Answer Index Regarding Work-Related Stress

Statement Items	1		2		3		4		5		Index		Category
	F	%	F	%	F	%	F	%	F	%	F	%	
SK1	1	2%	2	4%	6	11%	18	33%	27	50%	46	85%	High
SK2	20	37%	26	48%	8	15%	0	0%	0	0%	45,6	84%	High
SK3	0	0%	3	6%	2	4%	22	41%	27	50%	47	87%	High
SK4	1	2%	1	2%	2	4%	28	52%	22	41%	46,2	86%	High
SK5	1	2%	1	2%	6	11%	18	33%	28	52%	46,6	86%	High
SK6	0	0%	2	4%	6	11%	24	44%	22	41%	45,6	84%	High
SK7	0	0%	1	2%	6	11%	25	46%	22	41%	46	85%	High
SK8	0	0%	2	4%	3	6%	22	41%	27	50%	47,2	87%	High
SK9	0	0%	2	4%	4	7%	22	41%	26	48%	46,8	87%	High
SK10	0	0%	2	4%	3	6%	17	31%	32	59%	48,2	89%	High
Average Index											**47**	**86%**	**High**

Source: Data Processed (2023)

Based on the answers given by the respondents regarding the variable of work-related stress, it is known that all statement items have an index score with an average index of 47 or 86%. Therefore, the average index score of the work-related stress variable in the three-box method theory falls into the high category. This means that the indicators of Communication, Leader's Attitude, Workload, Working Hours, and Work Authority have a very positive impact on the work-related stress variable, based on the responses from employees of PT Indomarco Prismatama.

Validity Test

Table 6. Loading Factor

Job Satisfaction (Y)		Compensation (X₁)		Work Environment (X₂)		Work Stress (X₃)	
KK1	0,846	K1	0,806	LK1	0,831	SK1	0,846
KK2	0,821	K2	0,766	LK2	0,843	SK2	0,866
KK3	0,915	K3	0,835	LK3	0,823	SK4	0,841
KK4	0,808	K4	0,846	LK4	0,746	SK5	0,756
KK6	0,797	K5	0,736	LK5	0,807	SK6	0,768
KK7	0,837	K6	0,811	LK6	0,778	SK7	0,808
KK8	0,889	K7	0,792	LK7	0,809	SK8	0,734
		K8	0,840	LK8	0,846	SK9	0,781
		K9	0,739			SK10	0,802
		K10	0,797				

Source: PLS Output (2023)

Based on the table above, it shows loading factors above 0.7. Thus, the convergent validity criterion has been fulfilled by all research indicators and aligns with the theory proposed by (Ghozali, 2021), stating that using loading factors > 0.7 for each statement indicates validity. Therefore, it can be concluded that the results are valid and meet the requirements for testing convergent validity, enabling further steps to be taken.

Table 7. Fornell Lacker Criterium

	Job Satisfaction (Y)	Compensation (X1)	Work Environment (X2)	Work Stress (X3)
Job Satisfaction (Y)	0,846			
Compensation (X1)	0,989	0,798		
Work Environment (X2)	0,987	0,987	0,811	
Work Stress (X3)	0,990	0,990	0,987	0,801

Source: PLS Output (2023)

The Fornell-Larker criterion consists of Compensation variable (X1) with a value of 0.798, Work Environment (X2) with a value of 0.811, Work-Related Stress (X3) with a value of 0.801, and Job Satisfaction (Y) with a value of 0.846. On the other hand, to assess discriminant validity, the Average Variance Extracted (AVE) value of each construct is compared. The test results of AVE are considered to meet the requirement if the AVE value is > 0.50 (Ghozali, 2021). Here are the AVE results for each indicator obtained in this study based on the SmartPLS 3.2.9 output:

Table 8. Average Variance Extracted

Variabel	Average Variance Extracted (AVE)
Job Satisfaction (Y)	0,715
Compensation (X_1)	0,636
Work Environment (X_2)	0,658
Work Stress (X_3)	0,642

Source: PLS Output (2023)

The average values of Average Variance Extracted (AVE) for the Compensation variable (X1) are 0.636, for the Work Environment (X2) are 0.658, for Work-Related Stress (X3) are 0.642, and for Job Satisfaction (Y) are 0.715. Therefore, it can be concluded from the validity test based on the AVE values that the variables of Compensation, Work Environment, Work-Related Stress, and Job Satisfaction have met the criteria for convergent validity and can be considered as valid (Ghozali, 2021).

Reliability Test

Table 9. Composite Reliability and Cronbach's Alpha

Variabel	Composite Reliability	Cronbach's Alpha
Job Satisfaction (Y)	0,946	0,933
Compensation (X_1)	0,946	0,936
Work Environment (X_2)	0,939	0,925
Work Stress (X_3)	0,942	0,930

Source: PLS Output (2023)

The Composite Reliability values can be considered reliable if the results for each variable are above 0.70 (Ghozali, 2021).Based on the table above, it is found that each variable in this study has a value above 0.70. The highest Composite Reliability value is found in the variables of Job Satisfaction and Compensation, which is 0.946. Meanwhile, the lowest value in the Composite Reliability test is in the Work Environment variable, which is 0.939. Although it is lower compared to other variables, it still falls into the category of highly reliable because the value is significantly above 0.70.

The Cronbach's Alpha values can be considered reliable if the results for each variable are above 0.70 (Ghozali, 2021). Based on the table above, it is found that each variable in this study has

a value above 0.70. The highest Cronbach's Alpha value is found in the Compensation variable, which is 0.936. Meanwhile, the lowest value in the Cronbach's Alpha test is in the Work Environment variable, which is 0.925. Although it is lower compared to other variables, it still falls into the category of highly reliable because the value is significantly above 0.70.

Inner Model

Table 10. R-Square

	R-*Square*	R-*Square Adjusted*
Job Satisfaction (Y)	0,986	0,985

Source: PLS Output (2023)

The influence of Compensation, Work Environment, and Work-Related Stress on Job Satisfaction is 0.985 or 98.5%, while 1.5% is influenced by other variables that are not included in this study. Therefore, according to (Ghozali, 2021) this model can be considered strong.

Table 11. Q-Square

Variabel	SSO	SSE	Q² (=1-SSE/SSO)
Job Satisfaction (Y)	378,000	118,753	0,686
Compensation (X_1)	540,000	540,000	
Work Environment (X_2)	432,000	432,000	
Work Stress (X_3)	486,000	486,000	

Source: PLS Output (2023)

Based on the table above, the Q-Square value in this study is 0.686. This result is in line with the theory, which states that Q-Square > 0 indicates that the research model has predictive relevance. Furthermore, the Q-Square result is close to the value of 1 (0 < Q2 < 1), which means that it is consistent with (Ghozali, 2021), indicating that the overall model is strong.

Hypothesis Test

To conduct partial testing for each research variable, t-tests are required. The t-test statistic is useful for examining the influence of Compensation (X1), Work Environment (X2), Work-Related Stress (X3), and Job Satisfaction (Y). The results of hypothesis testing can be observed using the values of Original sample, T statistics, and P values. The formula used to determine the t-table is df = N - k, where in this study, df = 54 - 3 = 51. Thus, the obtained t-table value is 1.67528 or rounded to 1.676, with a significance level of 5% or 0.05. The following are the results of the t-test for the original sample.

Table 12. T-Statistics

	Original Sample (O)	*T Statistics* (|O/STDEV|)	P *Values*
Compensation (X1) → Job Satisfaction (Y)	0,317	2,270	0,024
Work Environment (X2) → Job Satisfaction (Y)	0,278	2,298	0,022
Work Stress (X3) → Job Satisfaction (Y)	0,401	2,733	0,007

Source: PLS Output (2023)

Based on the table above, the variable Compensation towards Job Satisfaction obtained a positive original sample value of 0.317. The data processing result for the t-test statistic shows that the calculated t-value is 2.270, which is greater than the t-table value of 1.676. This means that there is an influence of Compensation on Job Satisfaction. Furthermore, the P Values testing result shows a significance value of 0.024, which is less than 0.05, indicating a significant influence. Therefore, it can be concluded that the variable Compensation has a positive and significant influence on the variable Job Satisfaction. Thus, the first hypothesis (H1) is accepted.

Next, for the variable Work Environment towards Job Satisfaction, the original sample value obtained is 0.278, which is positive. The data processing result for the t-test statistic shows that the calculated t-value is 2.298, which is greater than the t-table value of 1.676. This means that there is

an influence of the Work Environment on Job Satisfaction. The P Values testing result shows a significance value of 0.022, which is less than 0.05, indicating a significant influence. Therefore, it can be concluded that the variable Work Environment has a positive and significant influence on the variable Job Satisfaction. Thus, the second hypothesis (H2) is accepted.

Furthermore, for the variable Work-Related Stress towards Job Satisfaction, the original sample value obtained is 0.401, which is positive. The data processing result for the t-test statistic shows that the calculated t-value is 2.733, which is greater than the t-table value of 1.676. This means that there is an influence of Work-Related Stress on Job Satisfaction. The P Values testing result shows a significance value of 0.007, which is less than 0.05, indicating a significant influence. Therefore, it can be concluded that the variable Work-Related Stress has a positive and significant influence on the variable Job Satisfaction. Thus, the third hypothesis (H3) is accepted.

The F test is used to determine the simultaneous influence of the independent variables on the dependent variable. Three independent variables and one dependent variable are used in this study, namely Compensation (X1), Work Environment (X2), Work-Related Stress (X3), and Job Satisfaction (Y). The decision-making criteria are as follows: a. If the calculated F value (F test) is less than the tabulated F value or the significance value (p-value) is greater than 0.05, it means Ho (null hypothesis) is accepted while Ha (alternative hypothesis) is rejected, indicating that there is no significant simultaneous influence. b. If the calculated F value (F test) is greater than the tabulated F value or the significance value (p-value) is less than 0.05, it means Ho (null hypothesis) is rejected while Ha (alternative hypothesis) is accepted. This indicates a significant simultaneous influence. The F test is conducted through manual calculations using the following formula:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

$$F = \frac{0,986/3}{(1-0,986)/(54-3-1)}$$

$$F = \frac{0,329}{(0,012)/(50)}$$

$$F = 1173,81$$

Based on the results of the manual F-test, the obtained F-value is 1173.81. Then, for the F-table with a significance level of 0.05 or 5%: Df1 = (Number of Variables - 1) = 3; Df2 = (Number of Respondents - Number of Variables) = 50. Thus, the F-table value is 2.79. This indicates that the calculated F-value of 1173.81 is greater than the F-table value of 2.79. Therefore, based on the manual F-test calculation, it can be concluded that Compensation (X1), Work Environment (X2), and Work-Related Stress (X3) have a significant simultaneous influence on Job Satisfaction (Y) at PT Indomarco Prismatama or Indomaret in the Pancoran Subdistrict, South Jakarta. Hence, hypothesis 4 (H4) is accepted.

Discussion
The Influence of Compensation on Job Satisfaction
The total average index of respondents' answers regarding the Compensation variable on Job Satisfaction is 85%. The highest index value is found in the statement "Recognition of employees is provided appropriately" at 47.6 or 88%. This statement relates to the equality in the compensation variable. Based on the respondent's answers, employees of PT Indomarco Prismatama feel satisfied with their work because the company provides recognition to employees in line with job objectives. The lowest index value is found in the item "Salary or wages I receive are in line with job demands" at 44.4 or 82.0%. This indicates that the salary and wages provided to Indomaret employees are quite in line with the job demands.

The hypothesis test results show that compensation has a positive and significant influence on job satisfaction. This can be seen from the positive original sample value of 0.268. The data analysis for the t-test statistic shows that the calculated t-value of 2.285 > the t-table value of 1.676, which means there is an influence of Compensation on Job Satisfaction. The P-values test results show a significance value of 0.023 < 0.05, which indicates a significant influence. Thus, it can be

concluded that the Compensation variable has a positive and significant influence on Job Satisfaction. Therefore, hypothesis one (H1) is accepted.

By accepting H1, the results indicate that when a good compensation system is implemented, job satisfaction will also increase. Compensation variable reflects the rewards obtained from the job. If employees receive rewards that are appropriate for their positions and work, job satisfaction will increase.

Based on the lowest index result for Salary and Wages, it is found that the salary or wages given to employees can determine their job satisfaction. The company should pay attention to the level of employee satisfaction with their salary and wages by maintaining good communication between store managers and employees, so they can exchange information well regarding Lost Goods Note (LGN) or late shifts due to various reasons, which may cause employees to feel dissatisfied with their salary and wages. Additionally, the compensation system should be improved by providing overtime incentives if the store closes late due to certain circumstances, as well as implementing penalty and additional incentives if there are employees who are late for their shifts and need to work extra to cover the next shift.

The results of this study align with the initial hypothesis that compensation affects job satisfaction due to overtime work without adequate compensation and incentive deductions through Lost Goods Notes (LGN), which can impact job satisfaction. This is supported by previous studies conducted by (Santosa & Sudirdjo, 2023), (Baqi & Indradewa, 2021), (Tupamahu et al., 2022), (Ristowati & Turangan, 2022), (Prasetio et al., 2019), (Garibaldi, 2019), (Nuraini et al., 2022), (Yuananda & Indriati, 2022), which state that there is a positive and significant influence of compensation on job satisfaction.

The Influence of Work Environment on Job Satisfaction

The total average index of respondents' answers regarding the Work Environment variable on Job Satisfaction is 87%, with the highest index value in the item "Physical work environment supports my performance (e.g., good layout, comfort in all tasks)" at 47.8 or 89%. This statement relates to job comfort in the work environment variable. Based on the respondent's answers, employees of PT Indomarco Prismatama feel satisfied with their work because the Indomaret store where they work has a relatively good working environment.

The lowest index value is found in the item "Superiors and coworkers have good communication and instill positive values in the workplace" at 45.4 or 84.0%. This indicates that the Social Relationship Harmony in the workplace of employees with superiors and coworkers is not well-established, and they lack positive interactions.

The hypothesis test results show that the work environment has a positive and significant influence on job satisfaction. This can be seen from the positive original sample value of 0.283. The data analysis for the t-test statistic shows that the calculated t-value of 2.513 > the t-table value of 1.676, which means there is an influence of the Work Environment on Job Satisfaction. The P-values test results show a significance value of 0.012 < 0.05, which indicates a significant influence. Thus, it can be concluded that the Work Environment variable has a positive and significant influence on Job Satisfaction. Therefore, hypothesis two (H2) is accepted.

By accepting H2, based on the highest index value indicating that the physical work environment supports performance, it is known that the better the physical work environment, such as good layout and comfort at work, the higher the employee's job satisfaction. In the future, the company should pay attention to store and warehouse layout and create a comfortable work environment, both physically and non-physically, so that employees feel at ease while working. Additionally, the company should improve communication among employees and with superiors so that they can work together effectively in the future.

The results of this study align with the initial hypothesis that the work environment affects job satisfaction due to the layout, which affects job comfort, making it difficult for employees to perform their tasks, and impacting job satisfaction. This is supported by previous research conducted by (Sudrajat et al., 2022), (Kurniawan & Nurohmah, 2022), (Nuraini et al., 2022), (Dhyan Parashakti et al., 2019), which states that the work environment has a positive and significant influence.

The Influence of Job Stress on Job Satisfaction

The total average index of respondents' answers regarding the Job Stress variable on Job Satisfaction is 86%, with the highest index value in the item "I replace my co-worker's tasks without receiving additional compensation" at 48.2 or 89%. This statement relates to work authority in the job stress variable. Based on the respondent's answers, employees of PT Indomarco Prismatama often have to take over their co-worker's tasks without extra compensation.

The lowest index value is found in the item "I have constraints in communicating with my superiors at work" and "I feel satisfied with the work I do" at 45.6 or 84.0%. This indicates that employees face some constraints at work and do not feel completely satisfied with their work.

The hypothesis test results show that job stress has a positive and significant influence on job satisfaction. This can be seen from the positive original sample value of 0.448. The data analysis for the t-test statistic shows that the calculated t-value of 3.640 > the t-table value of 1.676, which means there is an influence of Job Stress on Job Satisfaction. The P-values test results show a significance value of 0.000 < 0.05, which indicates a significant influence. Thus, it can be concluded that the Job Stress variable has a positive and significant influence on Job Satisfaction. Therefore, hypothesis three (H3) is accepted.

By accepting H3, it is found that higher job stress leads to increased job satisfaction. This indicates the presence of functional stress, where stress motivates employees to work harder to achieve job satisfaction, in this case, in terms of fair compensation and incentives. The smallest index value is related to constraints in communicating with superiors, and the company should improve this aspect by requiring store managers to be present at the store on certain days to interact with employees and build good communication. Additionally, Indomaret should implement a good penalty system for employees who arrive late so that previous shift employees do not experience issues like late shifts.

The results of this study align with the initial hypothesis that job stress affects job satisfaction due to excessive workload, where each employee has targets that must be met, and demands from the company, which can influence job satisfaction. This is supported by previous research conducted by (Polopadang et al., 2019), which states that job stress has a positive influence.

4.   CONCLUSION

Based on the analysis and discussion presented in the previous chapter using the SmartPLS 3.2.9 software regarding the influence of Compensation, Work Environment, and Job Stress on Employee Job Satisfaction at PT Indomarco Prismatama, specifically at Indomaret in the Pancoran area, South Jakarta, it can be concluded that: Compensation has a positive and significant influence on employee job satisfaction at PT Indomarco Prismatama. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, indicating that Compensation has a significant effect on employee job satisfaction; Work Environment has a positive and significant influence on employee job satisfaction at PT Indomarco Prismatama. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, indicating that the Work Environment has a significant effect on employee job satisfaction; Job Stress has a positive and significant influence on employee job satisfaction at PT Indomarco Prismatama. Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (Ha) is accepted, indicating that Job Stress has a significant effect on employee job satisfaction. It is observed that the job stress experienced by employees is positive stress, meaning it motivates, builds, and drives employees to perform their tasks and responsibilities, resulting in them being satisfied with their compensation and job; Additionally, Compensation, Work Environment, and Job Stress have a significant simultaneous influence on employee job satisfaction. Therefore, it can be stated that hypothesis (H4) is accepted.

REFERENCES

Arikunto, S. (2016). *Manajemen Penelitian*. Rineka Cipta.

Astuti, Y., & Zulkarnain, M. (2020). Pengaruh Stres Kerja, Motivasi Kerja dan Disiplin Kerja terhadap Kepuasan Kerja pada Badan Kesatuan Bangsa dan Politik Kota Langsa. *Jurnal Samudra Ekonomika*, *4*(1), 51–60.

Baqi, F. A., & Indradewa, R. (2021). The Effect of Compensation on Job Satisfaction of Permanent Employees and Contract Employees. *American International Journal of Business Management*, *4*(08), 144–151.

Bunawan, I., & Turangan, J. A. (2021). Pengaruh Kompensasi Dan Kepemimpinan Terhadap Kepuasan Kerja Karyawan PT X Di Jakarta. *Jurnal Manajerial Dan Kewirausahaan*, *3*(1), 277–286.

Dhyan Parashakti, R., Juniarti, S., & Khotimah, N. (2019). THE EFFECT OF WORKLOAD, WORK ENVIRONMENT, CARERR DEVELOPMENT ON EMPLOYEE JOB SATISFACTION ON PT. SARI COFFEE INDONESIA, Tbk. *Dinasti International Journal of Education Management And Social Science*, *1*(1), 44–54.

Garibaldi, G. (2019). Pengaruh Keseimbangan Kehidupan Kerja dan Kompensasi terhadap Kepuasan Kerja Karyawan PT. Indomarco Bandung. *Banking and Management Review*, *8*(2), 1137–1143.

Ghozali, I. (2021). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Untuk Penelitian Empiris* (3rd ed.). Badan Penerbit Universitas Diponogoro.

Harras, H., Sugarti, E., & Wahyudi. (2020). *KAJIAN MANAJEMEN SUMBER DAYA MANUSIA UNTUK MAHASISWA* (Wahyudi, Ed.). UNPAM PRESS.

Hayajneh, N., Suifan, T., Obeidat, B., Abuhashesh, M., Alshurideh, M., & Masa'deh, R. (2021). The relationship between organizational changes and job satisfaction through the mediating role of job stress in the Jordanian telecommunication sector. *Management Science Letters*, *11*(1), 315–326.

Kurniawan, I. S., & Nurohmah, M. D. (2022). Pengaruh keadilan organisasi, kompensasi, lingkungan kerja, dan motivasi intrinsik terhadap kepuasan kerja. *KINERJA*, *19*(1), 71–78.

Lussier, R. N., & Hendon, J. R. (2019). *Human resource management: Functions, applications, and skill development* (3rd ed.). Sage publications.

Masram, M., & Mu'ah, D. H. (2017). Manajemen Sumber Daya Manusia Profesional. *Sidoarjo: Zifatama Publisher*.

Nuraini, F., Sutarman, A., Setiawan, E., & Juliandara, L. (2022). The Effect of Compensation and Work Environment on Employee Satisfaction at PT. Veneta Indonesia. *Business Review and Case Studies*, *3*(3), 226.

Pano, M. A. (2022). Pengaruh Stres Kerja Terhadap Kinerja Karyawan Pada Pg Kebon Agung Malang. *PhD Diss*.

Polopadang, K. Y., Tewal, B., & Walangitan, M. D. (2019). Dampak konflik dan stres kerja terhadap kepuasan kerja dan kinerja karyawan PT. Tirta Investama (DANONE) Aqua Airmadidi. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *7*(4).

Prasetio, A. P., Luturlean, B. S., & Agathanisa, C. (2019). Examining employee's compensation satisfaction and work stress in a retail company and its effect to increase employee job satisfaction. *International Journal of Human Resource Studies*, *9*(2), 239–265.

Ristowati, N. A., & Turangan, J. A. (2022). Pengaruh Kompensasi, Motivasi dan Pengembangan Karir terhadap Kepuasan Kerja Karyawan PT. CDE. *Jurnal Manajerial Dan Kewirausahaan*, *4*(1), 172–180.

Santosa, K., & Sudirdjo, F. (2023). PENGARUH KOMPENSASI DAN MOTIVASI TERHADAP KINERJA PEGAWAI DAN KEPUASAN KERJA (Studi pada Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas IV Tegal): THE INFLUENCE OF COMPENSATION AND MOTIVATION ON EMPLOYEE PERFORMANCE AND JOB SATISFACTION (Study at Class IV Tegal Port Authority and Harbor Authority Offices). *Innovation, Theory & Practice Management Journal*, *2*(1), 105–121.

Sudrajat, I., Yuliana, Y., & Munawaroh, M. (2022). PENGARUH LINGKUNGAN KERJA DAN BUDAYA ORGANISASI TERHADAP KEPUASAN KERJA KARYAWAN PADA PT. INDOMARCO PRISMATAMA CABANG MEDAN. *JURNAL MUTIARA MANAJEMEN*, *7*(1), 27–36.

Sugiyono, P. D. (2021). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D* (2nd ed.). Alfabeta.

Titania, D., Obeth, E., & Kardika, A. J. (2021). Pengaruh Upah Lingkungan Kerja dan Fasilitas Sosial Terhadap Kepuasan Kerja Karyawan Panen. *Rawa Sains: Jurnal Sains STIPER Amuntai*, *11*(2), 62–69.

Tun Huseno, S. E. (2021). *Kinerja pegawai: Tinjauan dari dimensi kepemimpinan, misi organisasi, budaya organisasi dan kepuasan kerja*. Media Nusa Creative (MNC Publishing).

Tupamahu, N., Tewal, B., & Trang, I. (2022). PENGARUH KESEIMBANGAN KEHIDUPAN KERJA, STRES KERJA, DAN KOMPENSASI TERHADAP KEPUASAN KERJA PEGAWAI DI ERA PANDEMI COVID-19 (STUDI KASUS PADA PT. PLN (PERSERO) UNIT INDUK WILAYAH SULUTTENGGO). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, *10*(3), 436–446.

Yuananda, R., & Indriati, I. H. (2022). Pengaruh kompensasi, beban kerja, dan lingkungan kerja terhadap kepuasan kerja karyawan manna kampus (mirota kampus) C. Simanjuntak Yogyakarta. *KINERJA*, *19*(2), 205–214.