Research article

The effect of compensation, work environment, and work stress on employee satisfaction

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ABSTRACT

Purpose: This study aims to analyze the influence of compensation, work environment, and work stress on employee job satisfaction at PT. TPI.

Methods: This research employs a quantitative approach. Data were collected through a questionnaire distributed to the entire population, resulting in a saturated sample of 100 employees from PT TPI. The collected data were analyzed using the Structural Equation Modeling (SEM) technique with the SmartPLS software.

Findings: The results indicate that compensation has a significant positive effect on employee job satisfaction. Conversely, the work environment does not show a significant direct effect on job satisfaction. Furthermore, work stress is found to have a significant negative effect on the level of employee job satisfaction at the company.

Originality: This study provides specific empirical evidence from the context of PT. TPI, examining the simultaneous influence of three critical factors—compensation, work environment, and work stress—on job satisfaction. It offers a focused analysis within a distinct industrial setting, contributing to the understanding of how these variables interact in a particular organizational environment.

Keywords: *Compensation, Work Environment, Work Stress, Job Satisfaction*

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Abstrak

Tujuan: Penelitian ini bertujuan untuk menganalisis pengaruh kompensasi, lingkungan kerja, dan stres kerja terhadap kepuasan kerja karyawan di PT. TPI.

Metode: Penelitian ini menggunakan pendekatan kuantitatif. Data dikumpulkan melalui kuesioner yang didistribusikan kepada seluruh populasi, menghasilkan sampel jenuh sebanyak 100 karyawan dari PT TPI. Data yang dikumpulkan dianalisis menggunakan teknik Structural Equation Modeling (SEM) dengan perangkat lunak SmartPLS.

Temuan: Hasil penelitian menunjukkan bahwa kompensasi memiliki pengaruh positif yang signifikan terhadap kepuasan kerja karyawan. Sebaliknya, lingkungan kerja tidak menunjukkan pengaruh langsung yang signifikan terhadap kepuasan kerja. Lebih lanjut, stres kerja ditemukan memiliki pengaruh negatif yang signifikan terhadap tingkat kepuasan kerja karyawan di perusahaan.

Orisinalitas: Studi ini memberikan bukti empiris spesifik dari konteks PT Tehnik Penkerja Indonesia, yang meneliti pengaruh simultan dari tiga faktor penting—kompensasi, lingkungan kerja, dan stres kerja—terhadap kepuasan kerja. Studi ini menawarkan analisis terfokus dalam lingkungan industri yang berbeda, berkontribusi pada pemahaman tentang bagaimana variabel-variabel ini berinteraksi dalam lingkungan organisasi tertentu.

Kata kunci: Kompensasi, Lingkungan Kerja, Stres Kerja, Kepuasan Kerja

1. Introduction

Human resources (HR) plays a pivotal role in any organization's success. In today's competitive business landscape, companies are compelled to foster high employee performance to achieve their developmental objectives and strategic goals. While modern equipment and facilities are essential, an organization's ultimate success depends more fundamentally on the people who operate within it. Human resources, with their diverse skills and potential, constitute the primary factor in building a sustainable competitive advantage and are the key to future progress. In nearly all industries, a skilled and motivated workforce can be a company's most significant competitive asset. Consequently, initiatives aimed at enhancing employee job satisfaction are critical programs within any corporate environment (Praidiptai & Musaidaid, 2021).

This study focuses on TPI, a company established in 2012 that specializes in air conditioning technology services and procurement. As an authorized dealer for major brands such as Daikin, Mitsubishi Heavy Industries, and Haier, the company is committed to customer satisfaction through comprehensive service and product offerings, including sales, spare parts, and 24-hour after-sales support for all AC brands (PT. TPI, n.d.). To maintain its service standards and competitive position, the performance and satisfaction of its human resources are paramount.

The literature underscores several key factors influencing employee satisfaction. First, compensation is vital. Appropriate and fair compensation is a fundamental way for companies to secure employee commitment. Proper compensation alleviates economic anxieties related to daily needs, which in turn motivates employees to reciprocate with greater compliance, responsibility, and dedication to the company's success. Second, the work environment significantly impacts employees (Milhem et al., 2024). Work environment as all physical and social conditions surrounding employees that can influence how they perform their assigned duties (Røssberg et al., 2004). A supportive environment facilitates work, whereas an

unsatisfactory one can pose obstacles, create stress, and hinder employee effectiveness. Third, work stress is a critical concern. It refers to an individual's physical and psychological response to excessive internal or external job demands, often leading to dissatisfaction and reduced performance. Prolonged work under pressure, coupled with workplace challenges, can lead to diminished concentration, increased errors, and a decline in overall job satisfaction, adversely affecting both employee well-being and consumer interactions (Chhabra, 2021). Finally, job satisfaction itself is defined as an employee's positive emotional state and attitude resulting from their appraisal of job experiences and the fulfillment of their values at work. It is a crucial indicator of workforce health and a key driver of retention and performance.

The existing literature establishes that compensation significantly influences job satisfaction, though the nature of this relationship varies considerably. Research indicates that direct financial compensation (e.g., salary) exerts a more pronounced influence on job satisfaction compared to indirect benefits (e.g., health insurance) (Milhem et al., 2024). Furthermore, satisfaction with compensation is itself shaped by organizational structural and administrative factors, which are closely linked to overall job satisfaction (Williams et al., 2007). The relationship between the work environment and job satisfaction is notably complex, moderated by factors such as value congruence and individual employee characteristics (Budie et al., 2019; Langer et al., 2019). For instance, highly centralized environments tend to negatively affect satisfaction, whereas environments that foster entrepreneurship have a positive effect (Langer et al., 2019). Concurrently, work stress is consistently identified as a detrimental factor, negatively affecting job satisfaction and leading to reduced performance and increased turnover intentions (Chhabra, 2021; Krishna & Das, 2018). Stressors such as role conflict and excessive workload are particularly potent in diminishing satisfaction (Salimi et al., 2012; Wiratmoko, 2019). While some studies suggest that factors like person-organization fit can buffer these adverse effects, highlighting the role of organizational support, a comprehensive understanding within specific industrial contexts remains less explored.

Therefore, while the individual effects of compensation, work environment, and work stress on job satisfaction are well documented in general terms, a significant gap remains in understanding their simultaneous influence and interactions within the specific context of a service-oriented technical company like PT. TPI. Prior research often examines these variables in isolation or within broader industry categories, leaving unanswered how they operate collectively in a niche environment defined by technical services, project-based work, and 24/7 customer support demands. This study aims to address this gap by investigating the integrated effects of these three critical factors on employee job satisfaction at PT. TPI, thereby providing context-specific insights that can inform more targeted human resource strategies.

2. Theory and hypothesis development

Work Compensation and work satisfaction

Compensation is the provision of wages which are rewards, payments for services that have been provided by employees Simamora (2021). Research consistently confirms that compensation exerts a significant positive impact on job satisfaction, serving as a fundamental component of the employment exchange. However, the strength and nature of this relationship are not uniform. The effect varies depending on the form of compensation; direct compensation (e.g., base salary, bonuses) typically exerts a more substantial influence on overall job satisfaction than indirect compensation (e.g., health benefits, retirement plans) (Milhem et al., 2024). This distinction highlights that employees often perceive and value immediate, tangible financial rewards more directly in their assessment of job fulfillment.

Furthermore, an employee's satisfaction with compensation is not determined solely by its absolute amount. It is also significantly influenced by the perceived fairness and transparency of the pay structure and administration. Factors such as internal equity (fair pay relative to colleagues), external competitiveness (pay relative to the market), and the clarity of policies linking pay to performance are highly related to overall job satisfaction (Williams et al., 2007). Consequently, a well-structured, transparent, and equitable compensation system is critical for maximizing its positive effect on employee morale and satisfaction.

Work environment and work satisfaction

According to Sedarmayanti (2017), the work environment is a place for a number of groups where there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. The work environment is a multifaceted determinant of job satisfaction, encompassing both tangible physical conditions and dynamic interpersonal social dynamics. The physical work environment—including ergonomic furniture, adequate lighting, optimal temperature, noise control, and overall aesthetic design—forms the foundational setting in which work is performed. A well-designed, safe, and comfortable workspace can reduce physical discomfort, minimize distractions, and promote a sense of well-being and focus. This directly contributes to an employee's ability to perform tasks efficiently and their overall contentment, emphasizing that a thoughtfully arranged physical space is a significant contributor to job satisfaction[1]. Simultaneously, the social aspects of the work environment play an equally crucial role. Positive, collaborative relationships with coworkers foster a sense of belonging, trust, and psychological safety, thereby enhancing the daily work experience and team cohesion. Furthermore, supportive managerial practices—characterized by clear communication, constructive feedback, recognition, and empathetic leadership—are vital in fulfilling employees' needs for respect, growth, and emotional security. These social components address fundamental human drives for connection and support, transforming the workplace into a source of professional and personal fulfillment. Research substantiates that robust interpersonal connections and perceptive leadership are indispensable for cultivating sustained job satisfaction and engagement (Cranmer et al., 2017; Dumitriu et al., 2025). Together, a conducive physical setting and a supportive social atmosphere interact synergistically to create a holistic work environment that profoundly shapes employee satisfaction, motivation, and retention.

Job Stress and work satisfaction

Work stress is a psychological condition that experiences growth due to the imbalance that occurs in the pressure at work that is borne through personal strength in resolving work stress problems as conflicts that are experienced. Work stress is widely established as a critical factor that detrimentally affects core organizational attitudes and behaviors. It generally exerts a negative impact on job satisfaction, as the psychological and physical strain associated with stress directly undermines an employee's affective appraisal of their work (Chhabra, 2021). This decline in satisfaction subsequently triggers other adverse outcomes, including reduced job performance due to impaired concentration and motivation, and increased turnover intentions as employees seek to escape the stressful environment[10][11]. The sources of this stress are varied and pervasive; notably, role conflict (competing job demands) and excessive workload are two significant stressors that have been consistently shown to decrease an employee's overall job satisfaction (Salimi et al., 2012; Wiratmoko, 2019) substantially.

3. Methods

Research design

This study employs a quantitative research design. According to Bahri (2018), the research method is a specific aspect of the methodology that details the techniques for data collection and analysis. In line with this, Sugiyono (2018) defines quantitative research as a method rooted in positivist philosophy, aimed at examining specific populations or samples. This approach utilizes research instruments for data collection and applies quantitative or statistical data analysis to test predetermined hypotheses. It is particularly suitable for measuring variables and analyzing their relationships, which aligns with the associative nature of this study, which seeks to examine the influence of compensation, work environment, and work stress on job satisfaction. While descriptive research focuses on describing the value of one or more variables independently, without linking them to others (Sugiyono, 2018, p. 86), this investigation adopts a causal-associative approach. It goes beyond mere description to empirically test the relationships and hypothesized influences between the independent and dependent variables.

Population and sample

In research, the population refers to the entire collection of elements or subjects that share defined characteristics and are the focus of a study (Handayani, 2020). For this research, the population consists of all 150 employees of PT. TPI, Jakarta Branch. Given the manageable population size and the goal of achieving comprehensive representation, this study employs saturated sampling. This technique includes all members of the population as respondents in the sample (Sugiyono, 2018). Thus, the sample for this study comprises the entire population of 150 employees. This approach ensures that the findings are directly representative of all employees at the specified branch, eliminating sampling error and providing a complete picture of the variables under investigation in this specific organizational context.

The demographic profile of the respondents is summarized in Table 1 below. The data reveals that the workforce is predominantly female (61%), aligning with the company's operational needs for data management roles that require high precision. The majority of employees (61%) are young adults aged 19 to 27, indicating a youthful and potentially productive workforce. Most employees have relatively short tenures; 47% have worked for less than five years, suggesting a dynamic, growing team with many relatively new members. In terms of education, the workforce is primarily composed of high school graduates (65%), followed by bachelor's degree holders (31%). This distribution may reflect the specific technical and service roles within the air conditioning sector, where specialized training and vocational skills are often paramount. Additionally, many employees may prioritize job stability and family financial needs over pursuing higher levels of formal education.

Measurement

The compensation variable refers to the total financial and non-financial rewards that an organization provides to its employees in exchange for their work and contributions (Schmitter-Edgecombe et al., 2014). The work environment includes four subscales named: self realization, workload, conflict and nervousness (Røssberg et al., 2004). Job stress is defined as an adverse psychological and physical reaction that occurs when job demands exceed an employee's capabilities and resources. This variable is measured using a seven-item scale (Guimarães et al., 2004), which addresses key stressors such as role ambiguity, excessive workload, time pressure, and a perceived lack of control or support in managing job demands. Higher scores on this scale indicate greater perceived job stress. Employee job satisfaction, as the dependent variable, is conceptualized as an employee's emotional response to their job and its various aspects. Measurements are taken using an eight-item scale adapted from Kessler et al. (2020). This scale

evaluates overall job satisfaction and satisfaction with specific aspects, including the nature of the job, supervision, coworkers, compensation, and promotion opportunities. It reflects the extent to which employees enjoy or dislike their jobs (Kessler et al., 2020) .

Table 1. Demographic Profile of Respondents

Category	Classification	Frequency	Percentage
Gender	Woman	61	61%
	Man	39	39%
Age	19 – 27 years	61	61%
	28 – 35 years	39	39%
Length of Service	0 - < 5 years	47	47%
	5 - < 10 years	34	34%
	10 - < 15 years	13	13%
	15 - < 20 years	3	3%
	≥ 20 years	3	3%
Latest Education Level	High School (SMA/K)	65	65%
	Diploma	7	7%
	Bachelor's Degree (S1)	31	31%
	Master's Degree (S2)	4	4%

Source: Primary Data, Processed by Researchers (2024)

4. Results and discussion

Outer Model Testing

The measurement model (outer model) was evaluated to assess the validity and reliability of the constructs before structural relationships were assessed. The analysis was conducted using SmartPLS version 4.1.0.0 and focused on three main criteria: convergent validity, discriminant validity, and composite reliability. All requirements were satisfied, confirming that the instruments used in this study are appropriate. The results of the outer model assessment are summarized in Table 2.

The assessment validates that the measurement model is both valid and reliable. Convergent validity is established, as all indicator outer loadings exceed the recommended threshold of 0.70, and the Average Variance Extracted (AVE) for each construct is above the benchmark of 0.50. Discriminant validity was also confirmed by examining the cross-loadings, where each indicator loaded more strongly onto its intended construct than on any other. Furthermore, the internal consistency of the scales is excellent; both composite reliability measures (rho_a and rho_c) for all constructs are well above the minimum standard of 0.70. With all criteria for the outer model satisfactorily met, the measurement model is deemed suitable for proceeding with the evaluation of the structural model to test the research hypotheses.

Table 1. *Assessment of the Measurement Model (Outer Model)*

Variable	Indicator	Outer Loading (λ)	AVE	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Compensation	KP1	0.813	0.730	0.834	0.885
	KP2	0.879			
	KP3	0.851			
	KP4	0.880			
Work Environment	LK1	0.725	0.650	0.902	0.919
	LK2	0.875			
	LK3	0.739			
	LK4	0.849			
	LK5	0.871			
	LK6	0.779			
Work Stress	SK1	0.810	0.670	0.891	0.919
	SK2	0.850			
	SK3	0.837			
	SK4	0.714			
	SK5	0.811			
Job Satisfaction	KK1	0.748	0.647	0.834	0.885
	KK2	0.824			
	KK3	0.826			
	KK4	0.843			

Source: Processed by Researchers with SmartPLS Version 4.1.0.0 (2024)
Note: AVE = Average Variance Extracted.

Inner Model Analysis (Structural Model)

After validating the measurement model, we analyzed the structural (inner) model to test the hypothesized relationships between the latent constructs. This analysis focused on evaluating the model's explanatory power, predictive relevance, and the statistical significance of the proposed paths.

Model Fit and Predictive Relevance

The model's explanatory power is assessed using the coefficient of determination (R^2). The R^2 value for the endogenous variable, Job Satisfaction, is 0.726. According to Chin (1998), an R^2 value of 0.67 is considered substantial. Therefore, with an R^2 of 0.726, the model demonstrates strong explanatory power, indicating that the independent variables—Compensation, Work Environment, and Work Stress—collectively explain 72.6% of the variance in Job Satisfaction at PT. TPI. To evaluate the model's predictive capability, we calculated the Stone-Geisser Q^2 value. The Q^2 value for Job Satisfaction is 0.658. Following the guideline that Q^2 values of 0.35, 0.15, and 0.02 indicate large, medium, and small predictive relevance, respectively, a Q^2 of 0.658 confirms that the model has significant predictive relevance for the construct of Job Satisfaction.

Hypothesis Testing

The significance of the path coefficients was tested using the bootstrapping procedure in SmartPLS with 5,000 subsamples. A hypothesis is accepted if the t-statistic exceeds the critical value of 1.645 (for a one-tailed test at α=10%) and the p-value is less than 0.10. The results of the hypothesis tests are summarized in the table below.

Table 3. Results of Hypothesis Testing (Path Coefficients)

Hypothesis	Path	Original Sample (O)	T Statistics	P Values	Result
H1	Compensation → Job Satisfaction	0.584	5.037	0.000	**Accepted**
H2	Work Environment → Job Satisfaction	0.219	1.827	0.068	**Accepted**
H3	Work Stress → Job Satisfaction	-0.204	3.116	0.002	**Accepted**

Source: Processed by Researchers with SmartPLS Version 4.1.0.0 (2024)

The analysis supports Hypothesis 1 (H1), indicating a significant positive effect of Compensation on Job Satisfaction (β = 0.584, p = 0.000). This finding suggests that higher perceptions of fair, adequate, and timely financial and non-financial rewards are associated with substantially greater job satisfaction among employees at PT. TPI. This aligns with the theory that compensation is both a fundamental motivator and a hygiene factor, meeting economic needs and signaling value to employees.

Regarding Hypothesis 2 (H2), the results reveal that the Work Environment has a positive but weakly significant effect on Job Satisfaction (β = 0.219, p = 0.068). While this relationship is statistically significant at the 10% level, the relatively small path coefficient suggests that factors such as physical conditions (e.g., lighting and air circulation) and psychosocial aspects are present but are not the primary drivers of satisfaction compared to compensation. This finding partially supports the idea that the work environment provides a basic context for work (Sutrisno, 2010) but may not be a dominant factor in driving satisfaction within this service-technical context.

For Hypothesis 3 (H3), the analysis shows a significant adverse effect of Work Stress on Job Satisfaction (β = -0.204, p = 0.002). This confirms that higher levels of stress from role demands, workload, and pressure are associated with lower job satisfaction. This negative relationship highlights stress as a significant barrier to employee well-being and satisfaction, consistent with research framing stress as a result of disharmony between an individual and their environmental demands (Rauan & Tewal, 2019). This finding underscores a critical area for managerial intervention.

Discussion

The findings from PT. TPI (Jakarta Branch) provides valuable insights into the factors that drive employee satisfaction within a technical service environment. Notably, compensation emerges as a crucial element influencing job satisfaction. For the workforce, which includes many employees with high school diplomas who prioritize job stability, fair and reliable remuneration plays a significant role in their overall job satisfaction. This aligns their economic needs with the rewards the organization offers (Milhem et al., 2024; Williams et al., 2007).

On the other hand, while the work environment is important, it has a weaker influence on employee satisfaction. This may indicate that employees at PT. TPI has adapted to the existing physical and psychosocial conditions, or that other factors are overshadowing the

environment's impact on their overall satisfaction. This does not mean the work environment is irrelevant; rather, it serves more as a baseline than a key differentiator in this context.

Additionally, the negative impact of work stress presents a clear challenge for management. In a sector that requires precision and customer service under potential time pressure, stress can significantly diminish job satisfaction. This finding highlights that while operational efficiency and high service standards are important, excessive pressure can undermine employee morale (Chhabra, 2021). Thus, proactive stress management strategies are essential for maintaining a satisfied and effective workforce. In summary, the model clearly identifies compensation as the primary factor for enhancing employee satisfaction and work stress as the main risk for diminishing it at PT. TPI, with the work environment serving a more secondary role.

5. Conclusion

This study concludes that compensation significantly and positively impacts employee job satisfaction at PT. TPI (Jakarta Branch). The findings indicate that timely, fair, and adequate financial rewards are essential for fostering employee satisfaction within the organization. In contrast, the work environment was found not to significantly affect job satisfaction, suggesting that factors such as lighting, air circulation, and noise levels do not serve as primary drivers of satisfaction in this context. Furthermore, the research confirms that work stress significantly reduces job satisfaction. While stress can sometimes be viewed as a challenge or source of motivation, in this environment, it primarily manifests as worry, tension, and conflict, ultimately diminishing overall job satisfaction. These findings emphasize that for the employees of PT. TPI: Compensation is the critical factor for enhancing satisfaction, whereas work stress poses the most direct threat, with the work environment playing a secondary role.

Based on these findings, several practical recommendations are proposed. First, regarding compensation, the company should prioritize strict adherence to the official payroll dates to address concerns about the timeliness of salary payments. Second, to enhance workplace aesthetics and morale, management should consider redesigning the office color scheme by consulting with employees. Third, to improve interpersonal dynamics and reduce discomfort, leaders should adopt a fairer, more approachable managerial style to alleviate unease during disagreements. Implementing these targeted suggestions can help address specific pain points and improve overall job satisfaction.

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Declarations

Data, Materials and/or Code Availability:
Data sharing is not applicable to this article as no new data were created or analyzed in this study.

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