

The Influence of Financial Compensation, Work Facilities, and Workload on Employee Job Satisfaction

Work Facilities,
and Workload on
Employee Job
Satisfaction

Abdul Rachman

Sekolah Tinggi Ilmu Ekonomi Mahardhika Surabaya, Indonesia

E-Mail: abdulrachmandnamra78@gmail.com

Kuswandi

Sekolah Tinggi Ilmu Ekonomi Mahardhika Surabaya, Indonesia

Sri Rahayu

Sekolah Tinggi Ilmu Ekonomi Mahardhika Surabaya, Indonesia

433

Submitted:
09 NOVEMBER 2024

Accepted:
23 DECEMBER 2024

ABSTRACT

Job satisfaction plays a crucial role in enhancing employee productivity and efficiency. High job satisfaction motivates employees to perform better, while dissatisfaction can lead to decreased motivation and performance. Companies must consider factors that contribute to job satisfaction to foster a harmonious work environment. This study analyzes the impact of financial compensation, work facilities, and workload on employee job satisfaction at PT. Cakrawala Cemerlang Box in Mojokerto. Using a quantitative approach with a correlational research design, the study involved 36 office employees as participants. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression. The results indicate that financial compensation, work facilities, and workload each have a significant effect on employee job satisfaction, both individually and collectively. With a determination coefficient of 78.5%, these three factors account for the majority of variations in job satisfaction. In conclusion, increasing financial compensation, ensuring adequate work facilities, and implementing effective workload management significantly enhance employee job satisfaction. This highlights the importance of corporate strategies in managing these aspects to support employee performance and well-being.

Keywords: Financial Compensation, Workplace Facilities, Workload, Job Satisfaction

ABSTRAK

Kepuasan kerja berperan penting dalam meningkatkan produktivitas dan efisiensi karyawan. Kepuasan yang tinggi mendorong karyawan bekerja lebih baik, sedangkan ketidakpuasan dapat menurunkan motivasi dan kinerja. Perusahaan perlu memperhatikan faktor-faktor yang dapat meningkatkan kepuasan kerja guna menciptakan lingkungan kerja yang harmonis. Penelitian ini menganalisis pengaruh kompensasi finansial, fasilitas kerja, dan beban kerja terhadap kepuasan kerja karyawan PT. Cakrawala Cemerlang Box di Mojokerto. Menggunakan pendekatan kuantitatif dengan jenis penelitian korelasional, penelitian ini melibatkan 36 karyawan bagian office sebagai sampel. Data dikumpulkan melalui kuesioner berbasis skala Likert dan dianalisis dengan regresi linier berganda. Hasil penelitian menunjukkan bahwa kompensasi finansial, fasilitas kerja, dan beban kerja secara parsial maupun simultan berpengaruh signifikan terhadap kepuasan kerja karyawan. Dengan nilai koefisien determinasi sebesar 78,5%, ketiga faktor tersebut menjelaskan sebagian besar variasi kepuasan kerja. Kesimpulannya, peningkatan kompensasi finansial, penyediaan fasilitas kerja yang memadai, serta pengelolaan beban kerja yang baik secara signifikan meningkatkan kepuasan kerja karyawan. Hal ini menegaskan pentingnya

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 13 No. 1, 2025
pp. 421-432
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i1.3088

INTRODUCTION

Job satisfaction is one of the essential elements that influence employee productivity and efficiency within a company. A high level of job satisfaction can encourage employees to perform better and achieve the targets set by the company. Conversely, if employees feel dissatisfied, it can reduce motivation and performance. Therefore, companies need to pay attention to factors that can enhance job satisfaction to create a harmonious and sustainable work environment. One crucial factor influencing job satisfaction is financial compensation. Compensation, which includes salary, bonuses, and incentives, serves as a form of appreciation for employees' contributions in achieving company goals. By providing fair compensation that aligns with employees' responsibilities, companies are expected to enhance employee loyalty and dedication. However, in reality, at PT. Cakrawala Cemerlang Box in Mojokerto, it has been found that the payroll system does not always align with employees' workloads and responsibilities. The unfair distribution of incentives or bonuses can also lead to dissatisfaction, even though the base salary is considered adequate. This phenomenon highlights a gap between theory and practice in the field. Several previous studies have shown that compensation has a significant effect on employee job satisfaction (Astuti & Arini, 2018; Fibri et al., 2023; Saragih et al., 2023).

Besides financial compensation, the work facilities provided by the company also play a crucial role in shaping job satisfaction. Adequate facilities, such as a comfortable work environment, modern work equipment, and access to technology, can help employees complete their tasks more efficiently. Good work facilities also reflect the company's concern for employee well-being, ultimately positively impacting job satisfaction levels. However, in reality, PT. Cakrawala Cemerlang Box in Mojokerto often faces limitations in providing ideal facilities, either due to budget constraints or a lack of attention to this aspect. This situation can lead to employee dissatisfaction, even though the work facilities provided are considered sufficient according to company standards. Several studies that have been conducted show that work facilities have a significant effect on job satisfaction (Monde et al., 2022; Fibri et al., 2023; Khotimah, 2024; Simamarta & Munthe, 2024).

Not only compensation and facilities, but employees' workload is also a factor that affects job satisfaction. An excessive workload can cause stress and fatigue, ultimately reducing job satisfaction. Conversely, a well-managed and balanced workload can enhance employee effectiveness and create a more productive work environment. Therefore, it is crucial for companies to maintain a balance in the workload assigned to employees. However, at PT. Cakrawala Cemerlang Box in Mojokerto, reality shows that high production targets are often the main priority, causing workloads to exceed employees' optimal capacity. As a result, although theoretically, a well-managed workload can increase satisfaction due to the challenge it presents, in reality, employees feel physically and mentally burdened. Previous research shows that workload has a significant effect on job satisfaction (Sari, 2020; Rizki et al., 2022; Widianoro & Gaol, 2024).

These three factors—financial compensation, work facilities, and workload—are interconnected in shaping job satisfaction. Fair compensation, adequate facilities, and a well-managed workload can create a conducive work environment, making employees feel valued and motivated to contribute their best efforts to the company. PT. Cakrawala Cemerlang Box in Mojokerto is a company engaged in the packaging industry and has made efforts to provide good compensation and facilities to its employees. However, based on an internal survey, some employees still feel not entirely satisfied with the

working conditions at the company. One emerging issue is the imbalance in workload, where some employees report excessive workloads, especially during order surges. This condition indicates that there are still aspects that need improvement to enhance overall employee job satisfaction. Based on these considerations, this study aims to identify the extent to which financial compensation, work facilities, and workload influence employee job satisfaction at PT. Cakrawala Cemerlang Box. By understanding the factors affecting job satisfaction, companies can formulate more effective strategies to improve employee well-being.

The primary objective of this study is to analyze the impact of each factor on job satisfaction to provide a clearer picture of what needs improvement by company management. The results of this study are expected to serve as valuable input for the company in developing more appropriate policies regarding compensation, facility provision, and workload management. Moreover, this study is relevant to the company's efforts to retain quality employees amid increasingly fierce industry competition. In a competitive business environment, retaining top employees is one of the biggest challenges for companies. Therefore, job satisfaction is the key to creating a harmonious and sustainable work environment. This study employs a quantitative approach using a survey method to collect data from employees of PT. Cakrawala Cemerlang Box. The obtained data will be analyzed to determine the relationship between the studied variables, allowing for accurate conclusions regarding the impact of financial compensation, work facilities, and workload on job satisfaction. Thus, the findings of this study will not only benefit PT. Cakrawala Cemerlang Box but also serve as a reference for other companies facing similar issues. The contribution of this research is expected to help companies in the same industry develop better human resource management practices, enabling them to create a conducive work environment for their employees. Through this study, it is hoped that concrete solutions can be found to enhance employee job satisfaction at PT. Cakrawala Cemerlang Box. With the right improvements, the company can increase operational stability and productivity while continuing to grow amidst intense industry competition. This is crucial to ensuring the company's long-term business sustainability while also fostering the well-being of employees, who are the company's primary assets.

LITERATURE REVIEW

Financial compensation is the remuneration provided by the company to employees for their contributions. This includes various forms of material rewards, such as salaries, allowances, bonuses, and other incentives (Saragih et al., 2023). The primary objective of a compensation program is to ensure that employees feel appreciated for their hard work and contributions in achieving the company's goals. To meet employees' expectations and desires, the principles of fairness must be considered (Wuryanti & Rismawan, 2020; Fibri et al., 2023). The success of compensation does not solely depend on the amount given but also on its fair and transparent distribution. These fairness principles include distributive, procedural, and interactional justice, all of which focus on fulfilling employees' rights in a way that does not disadvantage any party. Additionally, the compensation received by employees can influence their work enthusiasm. If employees feel that the compensation provided aligns with their contributions, they will be more motivated to perform well. This, in turn, will increase employee loyalty and commitment to the company. Employees who feel valued and treated fairly tend to be more loyal and strive to give their best to the company. Therefore, companies need to consider compensation programs as an integral part of their human resource management strategy (Amaliasita & Astuti, 2023).

Work facilities refer to all the infrastructure and amenities provided by the company to support the smooth execution of employees' tasks and responsibilities (Laila, 2024). These facilities include various elements such as office equipment, a comfortable workspace, internet access, communication tools, and even health and recreational facilities. Adequate work facilities significantly impact employee productivity and

comfort in performing their jobs. The importance of work facilities lies in their effect on employee well-being. Good facilities can enhance employee motivation and performance because they feel supported and valued by the company (Khotimah, 2024). Moreover, comfortable and adequate facilities contribute to creating a positive work environment, which in turn can reduce stress and increase job satisfaction. However, the development of work facilities should not be static. As technology advances and employees' needs evolve, companies must regularly evaluate and update their facilities (Simamarta & Munthe, 2024). For instance, with the advancement of digital technology, companies must ensure that employees have access to the latest devices and software that can facilitate their work. Continuous development of work facilities that keep up with the times will help companies remain competitive and support employees in achieving their best performance (Gultom et al., 2024).

Workload refers to the number of tasks or responsibilities that employees must complete within a certain period (Rizki et al., 2022). Workload encompasses not only the volume of work to be completed but also the level of difficulty and the time required to accomplish each task (Kurniawan et al., 2021). Effective workload management is crucial to ensuring that employees can work optimally without experiencing excessive burdens that could harm their health and the quality of their work. In human resource management, workload is one of the key factors influencing employee performance and productivity (Widiantoro & Gaol, 2024). A balanced workload can encourage employees to work efficiently and productively because they feel they have enough time and resources to complete their tasks properly. Conversely, an excessive workload or one that does not match employees' capabilities can lead to stress, fatigue, and a decline in work quality (Daya, 1996). This condition not only affects employees' physical and mental health but can also negatively impact the overall performance of the company.

Job satisfaction is the positive feeling employees have towards their jobs, which arises after evaluating various aspects of their work (Monde et al., 2022). This satisfaction includes various positive emotions, such as happiness, contentment, and fulfillment, which emerge when employees feel that their job aligns with their expectations, needs, and personal values (Astuti & Arini, 2018). Factors influencing job satisfaction include the work environment, relationships with colleagues, compensation levels, recognition of performance, and opportunities for growth and skill development. Employees who are satisfied with their jobs tend to be more motivated, productive, and committed to contributing more to the company. Job satisfaction is also closely related to employee retention rates, as satisfied employees are more likely to remain with the company in the long run (Dewa, 2023). On the other hand, job dissatisfaction can lead to feelings of frustration and stress, which may reduce performance and increase the likelihood of employees seeking job opportunities elsewhere. Therefore, it is essential for companies to create a work environment that supports employee satisfaction by providing career development opportunities, prioritizing well-being, and fostering positive interpersonal relationships among employees. High job satisfaction will positively impact individual performance and the overall success of the company (Sulistio & Darmastuti, 2022; Laksana et al., 2024).

METHODS

The research method used in this study is the correlational (associational) quantitative method. Quantitative research aims to test predetermined hypotheses by collecting data through quantitative research instruments, such as questionnaires. This study is based on the philosophy of positivism, which assumes that social reality and phenomena can be measured, classified, and have observable and measurable causal relationships (Sugiyono, 2023). This approach also views human behavior as objective and predictable (Yusuf, 2016). The population in this study consists of all office employees at PT. Cakrawala Cemerlang Mojokerto, totaling 36 individuals. The sampling technique used is total sampling, in which all members of the population are included as the sample, also known as a census (Sugiyono, 2023). To collect data, the

study employs a questionnaire technique, which consists of a series of written questions distributed to respondents to obtain information regarding their attitudes, opinions, and perceptions of the research object. The data measurement technique utilizes a Likert scale with five levels, ranging from Strongly Agree to Strongly Disagree, assigned scores from 5 to 1, respectively. Data analysis is conducted in several stages, including data quality testing (validity and reliability tests), classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, coefficient of determination test, simultaneous test, and partial test. All these stages aim to test hypotheses and analyze the relationships between the studied variables.

RESULTS

Validity testing aims to measure whether the statements in the questionnaire that we have created can really measure what we want to measure (Ghozali, 2020). To test the validity in this study, it is done by comparing the calculated r and r table values for degree of freedom (df) = $n-2$, in this case n is the number of samples, with α (α) = 0.05, decision making according to Ghozali (2020) is as follows: If the calculated r value $>$ r table, then the statement or indicator in the study is declared valid. Based on the r table in the research appendix, the r table value in this study was obtained at 0.329, and compared with the calculated r value.

Table 1. Validity Test Results

	Variable	r_{count}	$>/<$	r_{table}	Decision
Financial Compensation (X1)	X1.1	0.716	$>$	0.329	Valid
	X1.2	0.863	$>$	0.329	Valid
	X1.3	0.520	$>$	0.329	Valid
	X1.4	0.563	$>$	0.329	Valid
	X1.5	0.530	$>$	0.329	Valid
Work Facilities (X2)	X2.1	0.721	$>$	0.329	Valid
	X2.2	0.820	$>$	0.329	Valid
	X2.3	0.492	$>$	0.329	Valid
	X2.4	0.598	$>$	0.329	Valid
	X2.5	0.557	$>$	0.329	Valid
Workload (X3)	X3.1	0.570	$>$	0.329	Valid
	X3.2	0.692	$>$	0.329	Valid
	X3.3	0.392	$>$	0.329	Valid
	X3.4	0.573	$>$	0.329	Valid
	X3.5	0.573	$>$	0.329	Valid
Job satisfaction (Y)	Y1	0.838	$>$	0.329	Valid
	Y2	0.868	$>$	0.329	Valid
	Y3	0.743	$>$	0.329	Valid
	Y4	0.577	$>$	0.329	Valid
	Y5	0.461	$>$	0.329	Valid

The results of the validity test show that all statements in the questionnaire for this study have a greater r_{count} value than the r_{table} value. This indicates that each item in the questionnaire has good validity and can be used as a valid measuring instrument in this study. High validity indicates that the statements submitted in the questionnaire actually measure what should be measured, namely the effect of financial compensation, work facilities, and workload on employee job satisfaction at PT. Cakrawala Cemerlang Box. Thus, the questionnaire used in this study is valid for extracting accurate and relevant data, and provides a strong basis for further analysis related to the relationship between variables in this study.

Table 2. Reliability Test Results and Results of Determination Coefficient

Reliability Test	Cronbach's Alpha	0.836
	N of Items	20
Determination Coefficient	R	0.886 ^a
	R Square	0.785
	Adj. R Square	0.765
	Std. Error	0.79569

The results of the reliability test show that the Cronbach's Alpha value obtained is 0.836, which is classified as very good because it exceeds the generally accepted minimum threshold, which is 0.70. This value indicates that the research instrument used, in this case the questionnaire that measures the effect of financial compensation, work facilities, and workload on employee job satisfaction at PT. Cakrawala Cemerlang Box, has high internal consistency. In other words, each statement in the questionnaire provides a stable and reliable contribution in measuring the intended concept. This confirms that the data obtained from the questionnaire can be trusted and used for further analysis, so that the results of this study have good reliability and are valid for use in drawing conclusions. The results of the determination coefficient test showed a value of 78.5%, which means that 78.5% of the variability in employee job satisfaction can be explained by the independent variables in this study, namely financial compensation, work facilities, and workload. This figure shows that the regression model used in this study has a fairly good ability to explain the relationship between the three variables and employee job satisfaction. This means that 78.5% of the changes that occur in employee job satisfaction can be influenced by these factors, while the remaining 21.5% is influenced by other factors not included in this research model, such as leadership style, organizational culture, employee motivation, relationships between employees and other variables.

The normality test aims to determine the distribution of data in the variables that will be used in the study, good data that is suitable for use in research is data that has a normal distribution (Sujarweni, 2021). In this study, the normality test uses a histogram graph, if the histogram forms a bell curve with the peak point exactly in the middle with the right and left sides symmetrical, then it has a normal distribution.

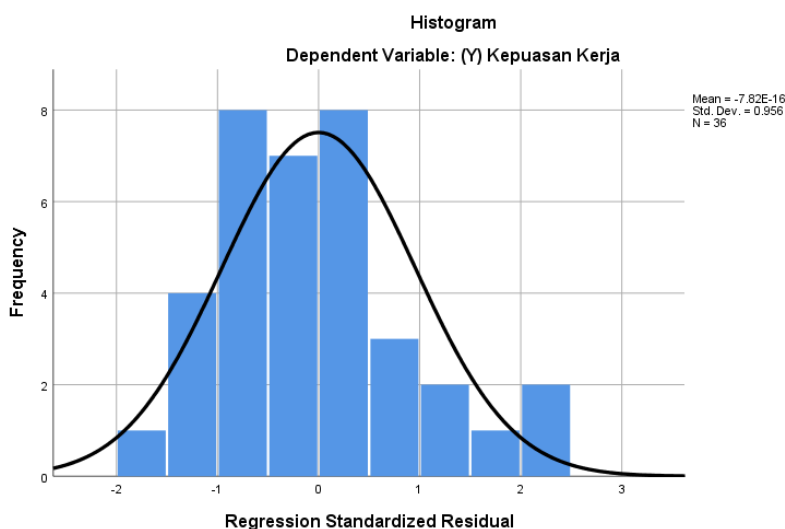


Figure 1. Normality Test Results

The results of the data normality test show that the histogram graph has a peak point located right in the middle with symmetrical right and left sides. This indicates that the data obtained in this study are normally distributed. A normal distribution indicates that most data values are centered around the mean value, with a smaller proportion of data on both sides that are further from the mean. Therefore, it can be concluded that the data collected regarding the effect of financial compensation, work facilities, and

workload on employee job satisfaction at PT. Cakrawala Cemerlang Box meets the requirements of a normal distribution.

Multicollinearity test is needed to determine whether there are independent variables that have similarities between independent variables in a model. The similarity between independent variables will result in a very strong correlation. In addition, this test is also to avoid habits in the decision-making process regarding the partial test of each independent variable on the dependent variable (Sujarweni, 2021). The basis for decision making is if the Variance Inflation Factor (VIF) value is > 5 , then multicollinearity occurs.

Table 3. Multicollinearity Test Results

Variable	VIF
Financial Compensation	1.455
Work Facilities	1.332
Workload	1.107

Based on Table 3, the results of the multicollinearity test show that the VIF (Variance Inflation Factor) value for each variable in this study is far below 5, with a VIF value for the financial compensation variable of 1.455, the work facility variable of 1.332, and the workload variable of 1.107. This indicates that there is no multicollinearity problem between the independent variables in this research model. A low VIF value indicates that there is no high linear dependence between variables that can damage the results of the regression analysis. Thus, it can be concluded that the regression model used in this study is free from multicollinearity.

Heteroscedasticity test to test the occurrence of residual variance from one observation period to another observation period (Sujarweni, 2021). Detection of the presence or absence of heteroscedasticity is carried out by looking at the presence or absence of a certain pattern in the scatterplot graph, the basis of analysis according to (Ghozali, 2020) is as follows: If there is no clear pattern, and the points are spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

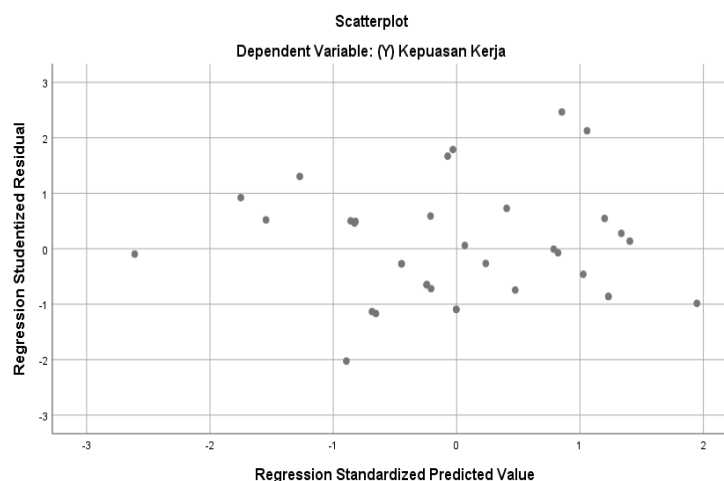


Figure 2. Heteroscedasticity Test Results

The results of the heteroscedasticity test show that the data points on the scatter plot do not show a clear pattern and are randomly distributed above and below the number 0 on the Y axis. This indicates that there is no heteroscedasticity problem in the regression model used in this study. This condition is important because heteroscedasticity can cause the estimation of regression parameters to be inefficient and produce inaccurate standard errors, which ultimately affect the results of the hypothesis test. With no regular pattern or concentration of data points detected at a certain value, it can be concluded that the assumption of homoscedasticity is met.

Table 4. Multiple Linear Regression Test Results and Partial Test Results

Model	Unstd. Coef. B	Unstd. Coef. Std. Error	Std. Coef. Beta	t	Sig.
(Constant)	-6.483	2.795		-2.319	0.027
Financial Compensation	0.600	0.103	0.574	5.805	0.000
Work Facilities	0.348	0.102	0.322	3.403	0.002
Workload	0.297	0.100	0.256	2.967	0.006

The multiple linear regression test results indicate that the model's constant value is -6.483, meaning that if financial compensation, work facilities, and workload are all zero, employee job satisfaction would be -6.483. Financial compensation has the highest positive influence, with a regression coefficient of 0.600, meaning that each one-unit increase in financial compensation raises job satisfaction by 0.600. Work facilities also positively impact job satisfaction, with a regression coefficient of 0.348, while workload has the smallest positive effect, with a coefficient of 0.297. Although workload still contributes positively to job satisfaction, its influence is weaker than financial compensation and work facilities. The partial test results show that all three variables have significant effects on job satisfaction, as their significance values are below 0.05: financial compensation (0.000), work facilities (0.002), and workload (0.006). As a result, the null hypothesis (H_0), which states that there is no significant relationship between these factors and job satisfaction, is rejected, while the alternative hypothesis (H_a) is accepted. Financial compensation has the strongest impact, significantly increasing job satisfaction at PT. Cakrawala Cemerlang Box. Work facilities also significantly contribute to employee welfare and satisfaction. While workload has a slightly smaller effect, it remains an important factor in shaping job satisfaction. Thus, improving financial compensation and work facilities while managing workload effectively can enhance employee job satisfaction.

Table 5. Partial Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	74.046	3	24.682	38.985	0.000 ^b
Residual	20.260	32	0.633		
Total	94.306	35			

The results of the simultaneous test show that the significance value is 0.000, which is smaller than 0.05. Thus, the null hypothesis (H_0) which states that there is no simultaneous influence between financial compensation, work facilities, and workload on employee job satisfaction, is rejected. On the other hand, the alternative hypothesis (H_a) which states that there is a simultaneous influence between the three variables on employee job satisfaction is accepted. The interpretation is that overall, financial compensation, work facilities, and workload have a significant influence on employee job satisfaction at PT. Cakrawala Cemerlang Box. This means that the three variables together significantly influence the level of employee job satisfaction.

DISCUSSION

From the partial test results, Financial Compensation has a significance value of 0.000, which is much smaller than 0.05, it can be concluded that financial compensation has a significant effect on employee job satisfaction at PT. Cakrawala Cemerlang Box. Financial compensation has a partial significant effect on job satisfaction which can be accepted because financial compensation is one of the main factors that influence employee motivation and well-being. When employees feel that the compensation received is in accordance with the workload, responsibilities, and contributions they make, this tends to increase feelings of appreciation and fairness in the workplace. This sense of fairness contributes directly to higher levels of job satisfaction. In addition, adequate financial compensation also allows employees to meet their living needs, thereby reducing the potential for financial stress that can affect job satisfaction.

Previous studies have shown that competitive financial compensation can increase employee job satisfaction (Amaliasita & Astuti, 2023). Therefore, when the results of the data analysis support a significant effect between financial compensation and job satisfaction, this hypothesis can be accepted as part of the empirical evidence. The financial compensation variable, has a regression coefficient of 0.600 indicating that every one unit increase in financial compensation will increase employee job satisfaction by 0.600, assuming other variables remain constant. This indicates that financial compensation has a positive influence on employee job satisfaction, which means that the better the compensation employees receive, the higher their level of job satisfaction.

The results of the study stating that the better the financial compensation provided by the company will increase employee job satisfaction can be explained by the fact that financial compensation is one of the main indicators of appreciation for employee contributions. At PT. Cakrawala Cemerlang Box Mojokerto, financial compensation such as competitive salaries, performance bonuses, and other benefits have a positive impact on creating employee job satisfaction. When employees feel that the compensation received is in accordance with the workload and responsibilities they carry, they tend to feel appreciated by the company, so that the level of job satisfaction increases. In addition, adequate compensation helps employees meet their financial needs, such as daily needs, education, and health, which provide a sense of economic security. Companies that have a good system in providing financial rewards are also able to increase employee loyalty, reduce turnover, and create harmonious working relationships. Therefore, the results of this study reflect the reality that good financial compensation not only improves employee welfare but will also create employee job satisfaction (Tumi et al., 2022).

From the partial test results, Work Facilities have a significance value of 0.002 indicating that work facilities have a significant influence on employee job satisfaction. Work facilities are one of the important elements that support employee productivity and comfort in carrying out their duties. A work environment equipped with adequate facilities, such as an ergonomic workspace, modern equipment, and supporting facilities such as rest areas and cleanliness, can increase work efficiency while creating a pleasant work atmosphere. When employees feel that work facilities support their needs, this can foster a sense of comfort and satisfaction with the company. Previous research has shown that good work facilities can have an impact on increasing overall job satisfaction (Basalamah, 2021). In addition, adequate work facilities also reflect the company's commitment to paying attention to the needs of its employees. Therefore, if the results of the study show a significant influence between work facilities and job satisfaction, then this hypothesis can be accepted because it is supported by empirical evidence and supporting theoretical studies.

The work facility variable has a regression coefficient of 0.348 indicating that every one unit increase in work facilities will increase employee job satisfaction by 0.348, assuming other variables remain constant. This shows that work facilities also contribute positively to job satisfaction. The results of the study stating that the better the work facilities provided by the company will increase employee job satisfaction can be explained by the fact that work facilities play an important role in creating a comfortable work environment and supporting productivity. Previous research has shown that work facilities make a positive contribution to job satisfaction (Desky, 2023). At PT. Cakrawala Cemerlang Box Mojokerto, facilities such as modern production machines, clean and organized workspaces, and adequate rest areas can provide comfort and efficiency for employees in carrying out their duties. When work facilities are designed to meet employee needs, they feel more appreciated by the company, which ultimately increases their job satisfaction. In addition, good facilities also reduce the potential for disruptions or technical difficulties that can hinder work, so that employees can focus on their tasks without additional pressure. A conducive work environment not only supports employee performance but also creates a positive work atmosphere, which directly contributes to increased job satisfaction. Therefore, these results reflect that

company investment in providing quality work facilities is an important strategy to support employee job satisfaction.

A partial test result indicates that workload significantly affects employee job satisfaction, with a significance value of 0.006. A balanced workload is essential in ensuring employees complete tasks effectively without experiencing excessive stress or fatigue. When workload aligns with employee capacity and ability, it fosters job satisfaction, while excessive workload leads to stress, fatigue, and decreased motivation. Employees who perceive their workload as fair and proportional feel valued and supported by their company, reinforcing positive attitudes toward their job. Previous research also supports that effective workload management enhances work-life balance, a crucial factor in job satisfaction (Astika et al., 2022). The study confirms that workload management significantly impacts job satisfaction, with a regression coefficient of 0.297, meaning every unit increase in workload raises satisfaction by 0.297, assuming other factors remain constant. At PT. Cakrawala Cemerlang Box Mojokerto, fair and proportional workload management ensures employees remain productive without excessive stress. By assigning tasks that match employees' abilities, experience, and capacity, the company fosters an environment that encourages quality work while maintaining a healthy work-life balance. Effective workload distribution also prevents employee exhaustion, keeping them motivated and valued. Employees who feel their workload is reasonable experience higher job satisfaction as they recognize the company's concern for their well-being. Ultimately, the study reaffirms that proper workload management is a key factor in enhancing employee job satisfaction (Emalia, 2022; Haiedar, & Kholifah, 2025).

From the results of the simultaneous test, it shows that the significance value is 0.000, which is smaller than 0.05. Thus, overall, financial compensation, work facilities, and workload have a significant influence on employee job satisfaction at PT. Cakrawala Cemerlang Box. The results of the determination coefficient test show a value of 78.5%, which means that 78.5% of the variability in employee job satisfaction can be explained by the independent variables in this study, namely financial compensation, work facilities, and workload. This figure shows that the regression model used in this study has a fairly good ability to explain the relationship between the three variables and employee job satisfaction. This means that 78.5% of the changes that occur in employee job satisfaction can be influenced by these factors, while the remaining 21.5% is influenced by other factors not included in this research model, such as leadership style, organizational culture, employee motivation, relationships between employees and other variables.

CONCLUSION

This study concludes that financial compensation significantly influences employee job satisfaction. Fair and competitive compensation, including salary, bonuses, and allowances, enhances employee motivation and satisfaction at PT. Cakrawala Cemerlang Box. This aligns with the theory that financial rewards contribute to a sense of appreciation in the workplace. Improvements in compensation systems can thus serve as an effective strategy for enhancing employee welfare. Additionally, work facilities also play a crucial role in job satisfaction. A comfortable environment with adequate facilities, such as modern equipment, a clean workspace, and proper rest areas, leads to higher satisfaction, supporting the ergonomics theory that a conducive work setting improves comfort and efficiency. Therefore, companies should focus on improving work facilities as part of comprehensive human resource management. The study suggests that PT. Cakrawala Cemerlang Box should enhance financial compensation management, ensuring transparency in incentive distribution to promote fairness. Prioritizing improved work facilities, such as modern equipment and better rest areas, is recommended to boost employee satisfaction. Regular workload evaluations are also necessary to prevent excessive physical and mental burdens, ultimately supporting productivity and welfare. Other companies, particularly in similar industries, can use

these findings to optimize financial compensation, work facilities, and workload management for improved employee satisfaction and business sustainability. The study acknowledges limitations, including its specificity to PT. Cakrawala Cemerlang Box, reliance on employee perceptions through questionnaires, and focus on only three variables. It suggests future research should incorporate leadership style, organizational culture, and interpersonal relationships while adopting qualitative methods or comparative studies across industries for a broader understanding of job satisfaction dynamics.

REFERENCES

- [1] Amaliasita, M., & Astuti, R. J. (2023). Islamic Work Ethic and Employee Performance: The Role of Job Satisfaction as a Mediator. *IJIBE (International Journal of Islamic Business Ethics)*, 8(2), 83-93.
- [2] Astika, E., Nasib, N., Bhastary, M. D., Amalia, F., & Hou, A. (2022). Effect of work environment and workload on employee satisfaction. *Jurnal Manajemen Retail Indonesia*, 3(1), 1-12.
- [3] Astuti, I. A. G. S. P., & Arini, I. A. (2018). Pengaruh Kompensasi Finansial Terhadap Kepuasan Kerja Karyawan Bagian Marketing Pada PT. FIF Group Cabang Klungkung Di Kabupaten Klungkung. *Jurnal Manajemen Dan Bisnis Equilibrium*, 4(1), 10-17.
- [4] Basalamah, S. A. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio of Human Resource Management*, 1(2), 94-103.
- [5] Daya, S. (1996). Manajemen sumber daya manusia. *Universitas Gunadarma*.
- [6] Desky, H. (2023). The Effect of Compensation and Motivation on Performance Employees at Public Works and Spatial Planning Service of North Aceh. *Jurnal Ilmiah Manajemen Kesatuan*, 11(2), 495-504.
- [7] Dewa, A. (2023). Empirical Analysis of Service Quality on Consumer Satisfaction in Maritime Transportation. *Research Horizon*, 3(5), 531-541.
- [8] Emalia, S. S. (2022). Literature Review Effect of Workload and Compensation on Job Satisfaction and Their Impact on Employee Performance. *Dinasti International Journal of Economics, Finance & Accounting*, 3(2), 182-191.
- [9] Fibri, Y. H., Abrian, Y., & Fansurya, A. H. (2023). Pengaruh Fasilitas Kerja Dan Kompensasi Terhadap Kepuasan Kerja Yang Dimoderasi Oleh Gaya Kepemimpinan Di Hotel Yuan Garden Pasar Baru. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 20(2), 202-210.
- [10] Ghozali, I. (2020). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23 (8th ed.)*. Badan Penerbit Universitas Diponegoro.
- [11] Gultom, P., Sipayung, A. B. R., & Hasibuan, G. A. A. (2024). The Effect of Work Discipline, Motivation, and Work Stress on Employee Job Satisfaction. *Jurnal Ilmiah Akuntansi Kesatuan*, 12(5), 669-676.
- [12] Haiedar, M. H., & Kholifah, S. (2025). The Impact of Occupational Safety, Workload, and Compensation on Employee Job Satisfaction in the Mining Industry: A Case Study of PT BCKA. *Journal of Management and Informatics*, 4(1), 587-598.
- [13] Khotimah, S. (2024). Pengaruh Fasilitas Kerja Terhadap Kepuasan Kerja Karyawan Pada CV. Macika Express Pangkalan Bun. *Magenta*, 12(2), 141-152.
- [14] Kurniawan, J., Mora, L., & Sadijah, N. A. (2021). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Karyawan PT. TIKI Jalur Nugraha Ekakurir (JNE Express) Karawang. *Empowerment Jurnal Mahasiswa Psikologi Universitas Buana Perjuangan Karawang*, 1(2), 14-20.
- [15] Laila, T. (2024). Pengaruh Fasilitas Kerja Terhadap Kepuasan Kerja Pegawai Di Kantor Camat Amandraya Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 7(2), 159-172.
- [16] Laksana, M. A., Kurniawan, H., & Mas'ud, F. (2024). The Effect of Employee Satisfaction and Performance on Green Work Behaviour: A Literature Review. *Research Horizon*, 4(6), 127-134.
- [17] Monde, J. J., Pio, R. J., & Rogahang, J. J. (2022). Pengaruh Fasilitas Kerja Terhadap Kepuasan Kerja dan Kinerja Karyawan PT PLN (Persero) Ratahan. *Productivity*, 3(2), 187-192.
- [18] Rizki, M., Nophiyani, N., Saputra, E. K., & Abriyoso, O. (2022). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Pegawai Puskesmas Kawal Kabupaten Bintan. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(2), 1469-1478.
- [19] Saragih, J., Wardati, J., Tarigan, A., & Tarigan, H. M. (2023). Pengaruh Kompensasi Finansial dan Non Finansial Terhadap Kepuasan Kerja Karyawan. *Media Informasi Penelitian Kabupaten Semarang*, 5(1), 313-324.
- [20] Sari, K. K. (2020). *Survey Implementasi Pembelajaran Project Based Learning Dan Problem Based Learning Pada Mata Pelajaran Biologi Di SMA-MA Negeri Jabotabek*. Universitas Islam Negeri Syarif Hidayatullah.
- [21] Simamarta, L. A., & Munthe, R. (2024). The Influence of Work Facilities on Employee Job Satisfaction PT. Anugrah Kreasindo Tama Kota Medan. *Psikologika Journal*, 1(1), 29-41.
- [22] Sugiyono. (2023). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: CV. Alfabeta.

- [23] Sujarweni, V. W. (2021). *Metodologi Penelitian Bisnis & Ekonomi (Cetakan Pertama)*. Yogyakarta: Pustaka Baru Press.
- [24] Sulistio, A., & Darmastuti, I. (2022). Employee Empowerment and Job Satisfaction: A Literature Review. *Arthatama*, 6(2), 66-75.
- [25] Tumi, N. S., Hasan, A. N., & Khalid, J. (2022). Impact of compensation, job enrichment and enlargement, and training on employee motivation. *Business Perspectives and Research*, 10(1), 121-139.
- [26] Widianoro, R., & Gaol, P. L. (2024). Pengaruh Beban Kerja Terhadap Kepuasan Kerja Pegawai Di Lingkungan Sekretariat Direktorat Jenderal Perhubungan Darat. *Jurnal Sumber Daya Aparatur*, 6(1), 63–85.
- [27] Wuryanti, W., & Rismawan, A. R. (2020). Improving Human Resources Performance and Job Satisfaction through Transactional Leadership and Intrinsic Motivation. *IJIBE (International Journal of Islamic Business Ethics)*, 5(1), 73-89.
- [28] Yusuf, A. M. (2016). *Metode penelitian kuantitatif, kualitatif & penelitian gabungan*. Jakarta: Prenada Media.