

Influence of Compensation, Career Development, and Work Environment on Employee Job Satisfaction at PT. Alfa Service Solusi Jakarta

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ABSTRACT

This study aims to evaluate the extent of the influence of Compensation, Career Development, and Work Environment on Employee Job Satisfaction at PT. Alfa Service Solusi Jakarta. The research was conducted using a quantitative approach with a survey method by distributing a set of questions in a questionnaire covering four variables to respondents, who were selected as a sample from the research population. The sample consisted of 69 employees of PT. Alfa Service Solusi Jakarta. The raw data obtained were processed using the Statistical Product and Service Solutions (SPSS) for Windows version 20. Based on the data analysis, the results of the study are as follows: first, there is a positive and significant influence of Compensation on employee Job Satisfaction, with a coefficient of determination of 0.292 or 29.2%. Second, there is a positive and significant influence of Career Development on employee Job Satisfaction, with a coefficient of determination of 0.432 or 43.2%. Third, there is an influence of Work Environment on employee Job Satisfaction, with a coefficient of determination of 0.240 or 24.0%. Fourth, there is a combined influence of Compensation, Career Development, and Work Environment on Employee Job Satisfaction at PT. Alfa Service Solusi Jakarta, with a coefficient of determination of 0.645 or 64.5%

INTRODUCTION

Employee job satisfaction is one of the most important aspects in supporting organizational effectiveness. Employees who feel satisfied with their work tend to demonstrate higher levels of commitment, productivity, and loyalty to the company. Conversely, low job satisfaction often leads to increased turnover, decreased performance, and reduced organizational efficiency. Therefore, organizations must pay attention to the factors that influence employee job satisfaction.

Several previous studies have identified that compensation, career development, and work environment are among the most influential factors in shaping job satisfaction. Compensation, both financial and non-financial, is an essential element that reflects the company's appreciation of employee performance. Fair and competitive compensation encourages employees to work optimally and fosters a sense of fairness. Career development also plays a crucial role in motivating employees to improve their competencies and pursue long-term career goals. Meanwhile, a supportive work environment can create comfort and motivation, enabling employees to perform tasks more effectively.

PT. Alfa Service Solusi is a company engaged in the service sector that relies heavily on the performance and dedication of its employees. Based on preliminary observations, it was found that employees still experience dissatisfaction related to compensation, uneven career development opportunities, and a less conducive work environment. This condition has the potential to reduce work motivation and performance if not managed properly.

This study aims to analyze the influence of compensation, career development, and work environment on employee job satisfaction at PT. Alfa Service Solusi, both partially and simultaneously. The results of this research are expected to contribute to the development of human resource management, especially in designing strategies to increase employee job satisfaction.

METHODOLOGY

This study employed a quantitative research approach with a survey method. The research was conducted at PT. Alfa Service Solusi, with employees as the unit of analysis. The population consisted of 69 employees, and because the number was relatively small, a total sampling technique was applied, making the sample size equal to the population ($n = 69$).

RESULT AND DISCUSSION

The Effect of Compensation on Job Satisfaction

The result of the simple linear regression between compensation (X_1) and job satisfaction (Y) generated the equation:

$$Y^{\wedge}=25.587+0.343X_1$$

The regression coefficient is positive, indicating that compensation contributes positively to job satisfaction. The correlation coefficient (r) was 0.541, with an R^2 of 0.292, meaning that compensation explains 29.2% of the variance in job satisfaction. The ANOVA test showed $F = 27.657$ ($p < 0.05$), while the t-test produced $t = 2.278 > 1.98$ ($p = 0.000 < 0.05$). These results confirm that compensation has a significant and positive effect on job satisfaction.

The Effect of Career Development on Job Satisfaction

The regression equation obtained was:

$$Y^{\wedge}=18.409+0.849X_2$$

The coefficient is positive, showing that career development contributes to higher job satisfaction. The correlation coefficient was 0.657, with $R^2 = 0.432$, meaning that career development accounts for 43.2% of the variance in job satisfaction. The F-test result was 50.973 ($p < 0.05$), and the t-test showed $t = 6.850 > 1.98$ ($p = 0.000$). Thus, career development significantly and positively affects job satisfaction.

The Effect of Work Environment on Job Satisfaction

The regression equation was:

$$Y^{\wedge}=21.785+0.498X_3$$

The correlation coefficient was 0.490 with $R^2 = 0.240$, meaning the work environment explains 24.0% of job satisfaction variance. The F-test result was 21.189 ($p < 0.05$), and the t-test gave $t = 4.595 > 1.98$. Although the coefficient is positive, the significance level ($p = 0.063 > 0.05$) indicates that the effect is not statistically significant. Hence, the work environment does not significantly affect job satisfaction in this context.

The Effect of Work Environment on Job Satisfaction

Multiple regression analysis yielded the following equation:

$$Y^{\wedge}=0.326+0.124X_1+0.708X_2+0.372X_3$$

The adjusted R^2 was 0.629, meaning the three independent variables jointly explain 62.9% of job satisfaction, while the remaining 37.1% is explained by other factors not included in the model. The F-test produced $F = 39.437$ ($p < 0.05$), confirming that compensation, career development, and work environment simultaneously and significantly affect job satisfaction.

Discussion

The findings indicate that compensation significantly contributes to job satisfaction. This aligns with Potale (2015) and Azhar (2020), who found that compensation has a strong relationship with employee satisfaction. Proper financial and non-financial compensation helps employees feel valued, thereby enhancing their satisfaction.

Similarly, career development emerged as the strongest determinant of job satisfaction in this study. With the highest regression coefficient (0.849), it demonstrates that opportunities for education, training, and advancement strongly influence employees' sense of fulfillment and loyalty. This is consistent with Lisdiani (2017), who emphasized that career development programs significantly improve job satisfaction.

In contrast, the work environment did not show a significant impact, despite having a positive correlation. This suggests that employees at PT. Alfa Service Solusi may already consider their workplace conditions adequate, and therefore improvements in the environment do not substantially affect satisfaction. This partially aligns with Wibowo (2014) and Lim & Retnosari (2017), who highlighted that the work environment matters but its role can be less dominant compared to compensation and career growth.

When tested simultaneously, compensation, career development, and work environment together explained 62.9% of the variance in job satisfaction. This result supports the argument that multiple factors interact to influence employees' job satisfaction. Among these, career development plays the most dominant role, followed by the work environment and compensation.

Table 1. Summary of Regression Results

Variable	Regression Equation	R ²	t/F	Sig.	Effect
X1 → Y (Compensation)	$\hat{Y} = 25.587 + 0.343X1$	0.292	t = 2.278	0.026	Significant
X2 → Y (Career Development)	$\hat{Y} = 18.409 + 0.849X2$	0.432	t = 6.850	0.000	Significant
X3 → Y (Work Environment)	$\hat{Y} = 21.785 + 0.498X3$	0.240	t = 4.595	0.063	Not significant
X1, X2, X3 → Y	$\hat{Y} = 0.326 + 0.124X1 + 0.708X2 + 0.372X3$	0.629	F = 39.437	0.000	Significant

^a. Dependent variable is Job Satisfaction (Y). Source: SPSS Output (2024).

CONCLUSION

This study examined the influence of compensation, career development, and work environment on job satisfaction at PT. Alfa Service Solusi. The results confirmed that compensation has a positive and significant effect on job satisfaction, showing that both financial and non-financial rewards play an important role in motivating employees. Career development was found to be the most influential factor, as opportunities for training, education, and career advancement strongly enhance employees' sense of fulfillment and loyalty to the organization. In contrast, the work environment, while positively correlated, did not significantly affect job satisfaction, suggesting that employees already perceive existing workplace conditions as adequate. Collectively, these three factors explain 62.9% of the variance in job satisfaction, with the remaining variance attributable to other factors not addressed in this study.

In practical terms, the findings suggest that PT. Alfa Service Solusi should strengthen compensation policies by improving financial benefits and non-financial rewards, expand career development opportunities through training and education aligned with job placement, and continue to foster a positive workplace atmosphere to maintain employee motivation. Future studies are encouraged to include other determinants such as leadership style, organizational culture, and employee motivation, as well as to broaden the scope of the research sample for wider generalizability.

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