



## Reviewing Employee Work Objectives From Compensation, Facilities and Work Environment, The Affect.

Hendrajaya<sup>1</sup>, Syamsul Hadi<sup>2</sup>, Henry Yuliamir<sup>3</sup>, Dyah Palupiningtyas<sup>4</sup>, Samtono<sup>5</sup>

<sup>1</sup> STIEPARI Semarang, Indonesia

E-mail: [hjhenjoyo@gmail.com](mailto:hjhenjoyo@gmail.com)

<sup>2</sup> STIEPARI Semarang, Indonesia

E-mail: [syamhd72@gmail.com](mailto:syamhd72@gmail.com)

<sup>3</sup> STIEPARI Semarang, Indonesia

E-mail: [nakanoshinya72@gmail.com](mailto:nakanoshinya72@gmail.com)

<sup>4</sup> STIEPARI Semarang, Indonesia

E-mail: [upik.palupi3@gmail.com](mailto:upik.palupi3@gmail.com)

<sup>5</sup> STIEPARI Semarang, Indonesia

E-mail: [samtono1@gmail.com](mailto:samtono1@gmail.com)

\*Corresponding Author(s) Email : [upik.palupi3@gmail.com](mailto:upik.palupi3@gmail.com)

### ABSTRACT

There are still employee complaints that the compensation is not consistent with the concept of justice, the existing facilities at the research site are insufficient to perform community service duties, the facilities that require quantity and quality improvements. This study aims to prove the effect of compensation, facilities, and work environment on the job satisfaction of environmental employees in Kendal Regency. This study design is a descriptive study employed by quantitative analysis using SPSS version 17.0 for the Windows application. This study investigates the relationships between three independent effects — compensation ( $X_1$ ), facilities ( $X_2$ ), and work environment ( $X_3$ ) — and one dependent variable — job satisfaction ( $Y$ ) with Approximately 114 Kendal Regency Environmental employees administered by the questionnaire to the respondents. The results show that there is a positive and significant effect of compensation, facilities, and work environment on the job satisfaction of Kendal Regency Environmental employees. The work environment is the variable that most dominantly influences the increase in job satisfaction of Kendal Regency Environmental employees because it has the highest beta value.

### Article History:

Received : March, 21,2022

Revised : May, 4, 2022

Accepted : June, 12, 2022

### DOI :

<https://doi.org/10.55606/bijmt.v2i2>

**Key Words : Compensation, Facilities, Work Environment, Employees, Job Satisfaction.**





## 1. Introduction

As a logical consequence of the paradigm adopted by the Law of the Republic of Indonesia Number 32 of 2004 concerning Regional Government, namely Democratization, Empowerment of Apparatus, and Community and Public service. The implementation of regional autonomy within the Unitary State of the Republic of Indonesia has provided opportunities and challenges for the regions, especially regencies/municipalities. In order to achieve good governance, these hopes are now primarily centered on local government institutions. The population empirically expects government employees to perform service jobs optimally. In order to achieve good governance, these hopes are now primarily centered on local government institutions.

According to Kendal Regent Regulation number 67 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures on the Environment, the Kendal Regency Environment is one of the government's areas. The environment of Kendal Regency is a new OPD established by Kendal Regency Regional Regulation No. 8 of 2016. As a new Regional Apparatus Organization (OPD), its mission is to coordinate all environmental stakeholder initiatives and activities. The environment has significant responsibility for preserving environmental quality to ensure sustainable development. In addition, the employees of Kendal Regency are expected to carry out their tasks with complete sincerity and obedience. If employees are content with the scope of their work, it will have a significant positive effect on them. On the other side, if employee unhappiness begins to develop, difficulties will emerge that will negatively influence employees (Nimalathan, 2010). The Kendal Regency Environmental Officer is a state agency that provides community services in a professional, honest, fair, and equitable manner while carrying out state, government, and development responsibilities. Employees are always expected to carry out their tasks with complete sincerity and obedience and devote their full attention and exert their utmost effort. If employees are dissatisfied with their salary, their performance will likely diminish. This diminishing performance has a significant impact on the quality of community services. The Kendal Regency Environment shows that the study site's facilities are limited and insufficient. Occupying a massive building on a large plot of land but minimal facilities makes the work uncomfortable. A good work atmosphere makes employees feel at ease, allowing them to make the most of their working hours. When there is a minor disagreement between employees, employees perceive a lack of solid collaboration.

There are still employee complaints that the compensation is not consistent with the concept of justice, the existing facilities at the research site are insufficient to perform community service duties, the facilities that require quantity and quality improvements, such as computers, printers, garbage trucks, and water storage tanks, and the employees perceive that not all employees are aware that they can claim compensation.

Based on the highlighted issues, the focus of this study are:

- a. How does compensation affect the job satisfaction on employee job satisfaction at Kendal Regency?
- b. How do the facilities affect the job satisfaction on employee job satisfaction at Kendal Regency?
- c. How does the work environment affect the job satisfaction on employee job satisfaction at Kendal Regency?
- d. Which variable has the most significant effects on employee job satisfaction at Kendal Regency?

## 2. Literature Review

### 2.1 Compensation

The problem in the Kendal Regency is that there are still employees who are dissatisfied with their jobs, as evidenced by employees' comments that the workload is disproportionate to the income they receive, leading to discomfort and boredom at work. This unhappiness will result in sub-optimal employee performance. It may be claimed that compensation is of the utmost importance for employee motivation on the job since it is a crucial factor for employee satisfaction. If employees are dissatisfied with their salary, their performance will likely diminish. This diminishing performance has a significant impact on the quality of community services. In actuality, compensation refers to any remuneration or reward given to employees due to their employment (Dessler in Samsudin, 2006). According to the research findings conducted by Sanjaya (2013), salary has a favorable and significant effect on employee performance. Consequently, special consideration must be given to the interests of this particular employee. In addition to wages/salaries, compensation can take the form of monetary allowances, housing facilities, care facilities, vehicle allowances, family apparel allowances, and health benefits.

The corporation expresses its appreciation for the contributions of its employees through compensation. In order to present a different interpretation of compensation, the limitations of the definition of compensation according to specialists are detailed in detail below. According to Handoko (2001), compensation is a form of remuneration in money that includes allowances and the possibility of deductions imposed on him that have been adjusted to the level of ability and responsibility and the ability of the risks faced in performing work. In the meantime, Mangkunegara (2001) asserts that compensation is an identical factor. According to Panggabean (2002), remuneration is any reward offered to employees in exchange for their contribution to the firm. According to Wibowo (2007), compensation is a counter accomplishment to utilizing labor or recompense offered by the labor force. Furthermore, according to Dessler in Samsudin (2006), compensation is any money or reward bestowed upon employees due to their employment.

Compensation has a unique significance for employees. As employees, individuals may view compensation as

a reward for satisfactory or exceptional performance. Therefore, compensation is a significant factor in employees' economic and social well-being. In the discussion of this study, the study referred to Dessler and Samsudin's (2006) definition of the work environment.

In addition to compensation, it is necessary to consider the availability of facilities and the lack of available facilities for every official activity. Everything that can be utilized as a tool in reaching a goal or goal, or everything that provides the primary support for implementing a process, is considered part of the facility (business, development, project).

The Kendal Regency Environment shows that the study site's facilities are limited and insufficient. Occupying a massive building on a large plot of land but minimal facilities makes the work uncomfortable. In addition, additional facilities, such as the lack of computer units, poor places of prayer, the absence of canteen facilities, and limited parking spots, are less than ideal.

The work environment also facilitates the relationship between employee performance and employee satisfaction in terms of facilities. The work environment sector is still viewed as unfavorable in Kendal's Environment. When there is a minor disagreement between employees, employees perceive a lack of solid collaboration. The work environment is everything that surrounds employees and can influence their performance of assigned duties (Nitisemito, 2011). A good work atmosphere makes employees feel at ease, allowing them to make the most of their working hours.

## **2.2 Hypothesis**

According to Djarwanto and Subagyo (2011), a hypothesis is a statement that must be evaluated to determine its veracity. In this study, the study purpose the following hypothesis:

### **2.2.1 Specific Hypothesis**

The specific hypothesis is a temporary solution to each study issue formulation. The specific theories offered in this study are:

- a. It is hypothesized that salary has positive and significant effects on job satisfaction of Environmental Employees in Kendal Regency.
- b. It is hypothesized that facilities have positive and significant effects on job satisfaction of Kendal Regency Environmental Employees.
- c. The work environment has positive and significant effects on job satisfaction of Environmental Employees at Kendal Regency.

### **2.2.2 Primary Hypothesis**

The proposed primary hypothesis is that compensation, facilities, and work environment have positive and significant effects on the job satisfaction of Environmental Employees in Kendal Regency.

## **3. Method**

This study investigates the relationships between three independent effects — compensation, facilities, and work environment — and one dependent variable — job satisfaction. This study design is a descriptive study, which is a study conducted to explain the causal relationship between variables by testing the hypothesis. (Sya'ban, 2007). 114 Kendal Regency Environmental employees comprised the population of this study. Validity measures the level of an instrument's validity. An instrument with a high level of validity is valid. It is considered legitimate if it accurately reveals data from the researched variables. To assess the questionnaire's validity at a significant level, the SPSS version 17.0 for the Windows application was utilized. The greater the reliability of a measuring instrument, the more stable the measuring instrument is in measuring a symptom and vice versa. The testing phase includes determining the hypothesis to be tested, determining  $t_{count}$ , with 95% confidence or  $\alpha = 0.05$ , the  $t_{count}$  is obtained and then compared with  $t_{table}$  which is used to determine whether the effect is significant or not.

This study consists of two types of research variables, namely:

1. Independent variables affect or cause changes or the emergence of the dependent variables. The independent variables are compensation (X1) facilities (X2) and work environment (X3).
2. Dependent variables) affects the findings, because of the independent variable. The dependent variable is job satisfaction (Y).

The variables, concept definitions and operational definitions of this research are as follows:

Table 3.1

Variables, Concept Definitions and Operational Definitions

No	Variable	Concept Definitions	Operational Definitions		Measurement Scale
			Dimension	Indicator	
1	Compensation (X <sub>1</sub> )	Compensation is any form of reward offered to employees for their contribution to the organization (Panggabean, 2002).	a. Extrinsic (financial) compensation. b. Intrinsic (non-financial) compensation.	1. Salary. 2. Overtime wages. 3. Career path 4. Health and retirement insurance	Likert with the scales: • Really agree • Agree • Quite agree • Disagree • Very disagree
2	Facilities (X <sub>2</sub> )	Facility as a physical facility can process an input into an output (Harmizar, 2003).	a possessing a physical form. b actively employed c the duration of usage is long-lasting. d adding long-term benefits.	1. Touchable. 2. Formed. 3. Simple to use 4. Accessible 5. Durable 6. Not deplete quickly 7. Contributing actions 8. Existed for many years	Likert with the scales: • Really agree • Agree • Quite agree • Disagree • Very disagree
3	Work Environment (X <sub>3</sub> )	The work environment consists of everything that surrounds employees and can affect the ability to perform assigned tasks (Nitisebito, 2011).	a. Physical work environment. b. Non-physical work environment.	1. Well-maintained office building. 2. Well means of transportation 3. Comfortable working atmosphere. 4. Supervision from the leadership.	Likert with the scales: • Really agree • Agree • Quite agree • Disagree • Very disagree
4	Job Satisfaction (Y)	Job satisfaction is an individual's general attitude toward his or her employment (Robbins, 2006).	a Challenging work b Work condition c Work colleagues	1. Challenge new tasks. 2. Work by new tools. 3. Harmonious communication. 4. Harmonious working relationship. 5. No gapping. 6. Help each other colleagues.	Likert with the scales: • Really agree • Agree • Quite agree • Disagree • Very disagree

#### 4. Results

The following is a description of the characteristics / identities of the respondents who were sampled in this study, namely as many as 113 respondents, namely Kendal Regency Environmental employees.

The respondents' complete characteristics based on age are presented in table 4.1 below:

Table 4.1  
Respondents' Characteristics by Age

Age	Frequency	%age
21 - 25	3	2.65%
26 - 30	14	12.39%
31 - 35	31	27.43%
36 - 40	48	42.48%
41 - 45	5	4.42%
> 45	12	10.62%
<b>Total</b>	<b>113</b>	<b>100%</b>

Source: Processed primary data, 2018

42.48 % were aged 36 to 40, as seen in the table above. It indicates that most Kendal Regency Environmental employees are relatively young and not too elderly, i.e., the respondents here are mature employees with work experience.

The respondents' complete characteristics based on gender are presented in table 4.2 below:

Table 4.2  
Respondents' Characteristics by Gender

Gender	Frequency	%age
Male	79	69.91%
Female	34	30.09%
<b>Total</b>	<b>113</b>	<b>100%</b>

Source: Processed primary data, 2020

The respondents were composed of 79 males, or 69.91%, and 34 females, or 30.09%.

The respondents' complete characteristics based on education level are presented in table 4.3 below:

Table 4.3  
Respondents' Characteristics by Education Level

Education	Frequency	%age
Junior High School	17	15,04%
Senior High School	23	20,35%
Diploma	19	16.81%
Under Graduate	47	41,60%
Post Graduate	7	6,20%
<b>Total</b>	<b>113</b>	<b>100%</b>

Source: Processed primary data, 2020

The majority of respondents hold a bachelor's degree, as 47 individuals or 41.60% of the total.

This analysis was conducted to provide an overview of respondents' responses regarding the variables of compensation, facilities, work environment and job satisfaction. Based on the findings of data processing, the analysis of the description of the research variables was carried out as follows:

## 4.5 Instrument Test Results

### 4.5.1 Validity Test

Using product moment correlation with a confidence level of  $r$  table value of 5 % ( $= 0.05$ ) to test the validity of this investigation. If the coefficient findings between indicators  $r_{\text{count}} > r_{\text{table}}$ , then the indicator is considered valid, and if the coefficient findings between indicators  $r_{\text{count}}$  and  $r_{\text{table}}$ , the indicator is considered invalid. As for testing the validity of the compensation variable ( $X_1$ ), facilities ( $X_2$ ), work environment ( $X_3$ ) on job satisfaction ( $Y$ ) can be seen in the following table:

Table 4.9  
Validity Test Results

Variable	Indicator	$r_{\text{count}}$	$r_{\text{table}}$	Description
Compensation ( $X_1$ )	1	0.666	0.148	Valid
	2	0.619	0.148	Valid
	3	0.680	0.148	Valid
	4	0.667	0.148	Valid
	5	0.627	0.148	Valid
	6	0.661	0.148	Valid
	7	0.473	0.148	Valid
	8	0.658	0.148	Valid
Facilities ( $X_2$ )	1	0.405	0.148	Valid

	2	0.465	0.148	Valid
	3	0.625	0.148	Valid
	4	0.488	0.148	Valid
	5	0.584	0.148	Valid
	6	0.669	0.148	Valid
	7	0.620	0.148	Valid
	8	0.653	0.148	Valid
	9	0.547	0.148	Valid
	10	0.575	0.148	Valid
	11	0.733	0.148	Valid
	12	0.744	0.148	Valid
	13	0.490	0.148	Valid
	14	0.560	0.148	Valid
	15	0.492	0.148	Valid
	16	0.495	0.148	Valid
Work Environment (X <sub>3</sub> )	1	0.714	0.148	Valid
	2	0.581	0.148	Valid
	3	0.664	0.148	Valid
	4	0.675	0.148	Valid
	5	0.589	0.148	Valid
	6	0.639	0.148	Valid
	7	0.484	0.148	Valid
	8	0.705	0.148	Valid
Job Satisfaction (Y)	1	0.565	0.148	Valid
	2	0.638	0.148	Valid
	3	0.659	0.148	Valid
	4	0.702	0.148	Valid
	5	0.653	0.148	Valid
	6	0.646	0.148	Valid
	7	0.711	0.148	Valid
	8	0.762	0.148	Valid
	9	0.622	0.148	Valid
	10	0.591	0.148	Valid
	11	0.698	0.148	Valid
	12	0.658	0.148	Valid

Source: Processed primary data, 2022

Based on table 4.9 of the validity test above, each research variable shows that all indicators have a value of  $r_{\text{arithmetic}} > r_{\text{table}}$ , so that all indicators are declared valid and suitable to be used as research instruments.

#### 4.5.2 Reliability Test

Reliability test is the level of stability of a measurement tool in measuring a symptom or event. The higher the reliability of a measuring instrument, the more stable the measuring instrument is to measure a symptom. Conversely, if the reliability is low, then the tool is not stable in measuring a symptom. This reliability test is carried out by calculating the coefficients of the Cronbach Alpha formula, with the following criteria:

1. If Cronbach's Alpha  $> 0.60$ , then a variable is declared reliable.
2. If Cronbach's Alpha  $< 0.60$ , then a variable is declared unreliable.

The reliability testing of compensation variable (X<sub>1</sub>), facilities (X<sub>2</sub>), work environment (X<sub>3</sub>) on job satisfaction (Y) can be seen in the following table:

Table 4.10  
Reliability Test Results

Variable	$\alpha$ count	Standard $\alpha$	Description
X <sub>1</sub>	0.755	0.60	Reliable
X <sub>2</sub>	0.746	0.60	Reliable
X <sub>3</sub>	0.755	0.60	Reliable
Y	0.761	0.60	Reliable

Source: Processed primary data, 2022



Based on table 4.10 of reliability testing above, it can be seen that all variables have Cronbach's Alpha values > 0.60 so it can be said that all measuring concepts of each variable from the questionnaire are reliable and feasible to be used for research.

#### 4.5.3 Regression Equation Analysis Results

Regression equation analysis was conducted to determine the direction of the influence of the independent variable on the dependent variable. The regression equation analysis was carried out as follows: Regression analysis in this study was used to determine the effect of the independent variable, such as compensation variable ( $X_1$ ), facilities ( $X_2$ ), work environment ( $X_3$ ) on job satisfaction ( $Y$ ), to be further explained as follows:

Table 4.11  
Multiple Linear Regression Analysis Results  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	50.378	7.140		7.056	.000
	X1	.380	.478	.347	6.446	.006
	X2	.327	.385	.331	5.820	.000
	X3	.432	.476	.380	6.749	.001

a. Dependent Variable: Y

Based on the results of the multiple linear regression analysis obtained, the following multiple linear equations are made:

$$Y = \beta_1 \cdot X_1 + \beta_2 \cdot X_2 + \beta_3 \cdot X_3$$

$$Y = 0,347X_1 + 0,331X_2 + 0,380X_3$$

Description:

Y = Job Satisfaction

$X_1$  = Compensation

$X_2$  = Facilities

$X_3$  = Work Environment

$\beta_1, \beta_2, \beta_3$  = Influenced coefficient

The multiple linear equations can be concluded:

- The regression coefficient shows that compensation has a positive beta value of 0.347. This shows that the better the compensation provided by the office, the higher the job satisfaction of its employees.
- The regression coefficient shows that the facility has a positive beta value of 0.331. This shows that the better the facilities in the office area, the higher the job satisfaction of the employees.
- The regression coefficient shows that the work environment has a positive beta value of 0.380. This shows that the better the work environment in the office, the higher the job satisfaction of the employees.

#### 4.5.4 Model Test

##### 4.5.4.1 F test

The F test was conducted to determine the effect of the independent variable on the dependent variable. This test is carried out with the criteria that if the significance of F is less than 5% then the independent variable simultaneously affects the dependent variable. Tests are carried out as follows:

Table 4.12  
F Test  
ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.740	3	10.580	11.258	.005 <sup>a</sup>
	Residual	4462.118	109	40.937		
	Total	4493.858	112			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Based on table 4.12, it can be seen that the calculated F is 11.258 > F table df 3-106 is 2.74, with a sig value of 0.000 < 0.05. So it can be said that the compensation variable ( $X_1$ ), facilities ( $X_2$ ) and the work environment ( $X_3$ ) are good and appropriate variables (fit) to measure changes in the job satisfaction variable ( $Y$ ), thus forming a fit equation.

#### 4.5.4.2 Determination Coefficient Test (Adjusted R<sup>2</sup> test)

The coefficient of determination test was carried out to determine the percentage of the influence of the independent variable simultaneously on the dependent variable. This test is carried out using the adjusted R square test as follows:

Table 4.13  
Determination Coefficient Test

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 <sup>a</sup>	.807	.620	6.39819

a. Predictors: (Constant), X3, X2, X1

Based on table 4.13, it can be seen that the results of the calculation of the regression estimate obtained the coefficient of determination (Adjusted R square) of 0.620, meaning that 62.0% changes in the dependent variable job satisfaction (Y) can be explained by changes in the independent variable compensation (X1), facilities (X2), and the work environment (X3). While the remaining 38.0% is explained by other variables that are not proposed or explained in this research model.

#### 4.5.4.3 Hypothesis Test (t Test)

The hypothesis test in this study uses the t-test, if the significance of t is less than 5%, the independent variable partially has a positive and significant effect on the dependent variable. Based on data processing, the results obtained as in table 4.11.

1. Effect of compensation on job satisfaction.

The first hypothesis examines the effect of compensation on job satisfaction. The positive beta coefficient value is 0.347 and the significance value is  $0.006 < 0.05$ . This indicates that the first hypothesis is accepted. This means that compensation has a positive and significant effect on job satisfaction, and it can be concluded that if compensation in the environment increases, the job satisfaction of employees will also increase.

2. The effect of facilities on job satisfaction.

The second hypothesis examines the effect of facilities on job satisfaction. Obtained a positive beta coefficient of 0.331 with a significance value of  $0.000 < 0.05$ , this indicates that the second hypothesis is accepted. This means that the facilities have a positive and significant influence on job satisfaction, and it can be concluded that if the work facilities in the Environment are adequate, the job satisfaction of employees will also increase.

3. The influence of the work environment on job satisfaction.

The third hypothesis examines the effect of the work environment on performance. Obtained a positive beta coefficient of 0.380 with a significance value of  $0.001 < 0.05$ . This indicates that the third hypothesis is accepted. This means that the work environment has a positive and significant influence on job satisfaction, and it can be concluded that if the work environment is conducive, the employee's job satisfaction will also increase.

## 5. Discussion

### 5.1 The Effect of Compensation on the Job Satisfaction of Environmental Employees in Kendal Regency.

The first hypothesis with a beta value of 0.347 with a significance value of  $0.000 < 0.05$ . The point is that there is an effect of compensation on the job satisfaction of environmental employees in Kendal Regency and the results are acceptable.

Environmental compensation addressed in this article consists of two components: extrinsic compensation (financial) and intrinsic compensation (non-financial compensation). This section outlines the salary and overtime pay that must be provided to any employee who performs well. On the other hand, the non-financial remuneration described is also tied to the employee's career path if he or she has satisfied the accomplishment requirements and obtained health insurance and retirement benefits. Obviously, with this reward, employees will feel appreciated in their work, and the work process will run smoothly since goals are met or sought. With reasonable and equitable remuneration for each employee, work satisfaction will undoubtedly grow. These results are consistent with the findings of Ikmal Nur Muflih's research (2015). Providing evidence that salary has a substantial impact on employee job satisfaction.

### 5.2 The Effect of the Work Environment on the Performance of Public Works and Spatial Planning Employees in Kendal Regency.

The second hypothesis with a beta value of 0.331 with a significance value of  $0.006 < 0.05$ . The point is that there is an effect of the facility on the job satisfaction of the Kendal Regency Environmental staff and the results are acceptable.

The facilities linked to in the discussion of this research are those that have a physical form, can be utilized actively, have a relatively long duration of use, and can provide future advantages. Environment's provision of adequate work facilities for the comfort of its employees has a significant impact on the growth in job satisfaction.

Of course, with enough facilities, it will be simple to generate productive job intentions and outcomes, and it is essential for every employee's daily work operations. Therefore, the presence of suitable amenities might boost employee job satisfaction. The results of this study and those of research done by Fardani Fajar Firdaus are identical (2010), which argues that work environment has a favorable and substantial effect on job satisfaction.

### **5.3 The Influence of the Work Environment on the Performance of Public Works and Spatial Planning Employees in Kendal Regency.**

The third hypothesis with a beta value of 0.380, whose significance value is  $0.001 < 0.05$ . The point is that there is an influence of the work environment on the job satisfaction of Kendal Regency Environmental employees and the results are acceptable.

This study discusses a physical work environment and non-physical work facilities as the work environment. Office buildings and transit amenities constitute the physical work environment. And a non-physical work environment consisting of a pleasant work climate and leadership-led supervision. The realization of a good work environment will undoubtedly have a significant impact on the job satisfaction of each employee; a good work environment is one in which employees may optimize their daily efforts. Therefore, the Kendal Regency Environment should develop a proper work environment, since maintaining the work environment will increase employee job happiness. The findings of this study concur with those of Mukti Wibowo, Mochamad Al Musadieg, and Eko Nurtjahjono (2011), who found that the work environment influences the job satisfaction of its employees concurrently.

### **6. Conclusions**

From the results of research, data analysis, hypothesis testing and discussion, the conclusions that researchers can convey are:

1. There is a positive and significant effect of compensation on the job satisfaction of environmental employees in Kendal Regency. From the hypothesis in the first statement, the results show that the compensation provided by the Kendal Regency Environment to its employees can increase job satisfaction for its employees.
2. There is a positive and significant influence of facilities on the job satisfaction of Environmental employees in Kendal Regency. From the hypothesis in the second statement, the results show that the facilities provided by the Kendal Regency Environment for each employee can increase employee job satisfaction.
3. There is a positive and significant effect of the work environment on the job satisfaction of Kendal Regency Environmental employees. From the hypothesis in the third statement, the results show that the existing work environment in the Kendal Regency Environment can increase the job satisfaction of each employee.
4. Taken together, there is a positive and significant effect of compensation, facilities, and work environment on the job satisfaction of Kendal Regency Environmental employees.
5. The work environment is the variable that most dominantly influences the increase in job satisfaction of Kendal Regency Environmental employees because it has the highest beta value.

### **5. Acknowledgement**

Based on the results of research, data analysis, hypothesis testing and discussion, the suggestions that can be submitted in this study are as follows:

1. Suggestions for the compensation variable is to continue to improve the provision of fair compensation for each Kendal Regency Environmental employee
2. The suggestion for the facility variable is to continuously update the inadequate facilities in the employee's work area so that there is enthusiasm for every employee to work optimally.
3. Suggestions for the work environment variable are to continue to create a comfortable working atmosphere or conditions between employees, the goal is that the harmony and comfort of employees at work can last for a long time.
4. Suggestions for the job satisfaction variable are that the Kendal Regency Environmental employee must always expend all his energy and mind so that he can work optimally and it is hoped that employees can continue to develop their work creativity so that what is the initial goal can be fulfilled.

### **References**

- Akhmad Subekti, Mohammad Jauhari. 2012. *Pengantar Manajemen Sumber Daya Manusia*. Jakarta : Prestasi Pustaka
- Anwar Prabu Mangkunegara. 2001. *Evaluasi Kinerja*. Bandung: Refika Aditama
- Anwar Prabu Mangkunegara. 2005. *Perilaku dan Budaya Organisasi*, Bandung: Refika Aditama
- Ardana, I Komang, dkk. 2012. *Manajemen Sumber Daya Manusia*. Yogyakarta : Graha Ilmu
- Arikunto, Suharsimi. 2006. *Prosedur Penelitian*. Jakarta : PT Rineka Cipta
- Dimiyati, Hamdan. 2014. *Model Kepemimpinan dan Sistem Pengambilan Keputusan*. Bandung : Pustaka Setia
- Hartatik, Indah Puji. 2014. *Buku Praktis Mengembangkan SDM*. Yogyakarta : Laksana
- Hasibuan. 2007. *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara
- Kadarisman, M. 2013. *Manajemen Pengembangan Sumber Daya Manusia*. Jakarta : Rajawali Pers
- Kartono, Kartini. 2005. *Pemimpin Dan Kepemimpinan* (cetakan ke-tigabelas). Jakarta: PT Raja Grafindo

- Nasir. Moh. 2009. *Metode Penelitian*. Jakarta : Ghalia Indonesia
- Nuryadin, Asli. 2012. *Manajemen Perusahaan*. Yogyakarta : Laksbang
- Nimalathanan, Balasundaram. 2010. *Job Satisfaction And Motivation Of Work Performance: A Case Study Of Individuals's Bank In Jaffna Peninsula, Sri Lanka*
- Oei Istijanto. 2010. *Riset Sumber Daya Manusia*. Jakarta : PT. Gramedia Pustaka Utama
- Pratama, 2012. *Pengaruh kompetensi dan motivasi terhadap kinerja karyawan pada PT. Indo Stationery Ritel Utama Cabang Samarinda*
- Putra, 2010. *Pengaruh pendidikan dan pelatihan terhadap prestasi kerja karyawan bagian Fixed Phone pada PT. Komunikasi Tbk Denpasar*
- Rivai Vetizhal, 2008. *Manajemen Sumber Daya Manusia Untuk Perusahaan: dari Teori dan Praktik*.
- Sugiyono. 2014. *Metode Penelitian Manajemen*. Bandung : Alfabeta
- Sujarweni, V. Wiratna. 2014. *SPSS untuk Penelitian*. Yogyakarta : Pustaka Baru
- Tampubolon, Manaham P. 2007. *Perilaku Keorganisasian*. Jakarta : Ghalia Indonesia