
The Influence of Compensation, Work Environment, and Workload on Employee Job Satisfaction at Bentani Hotel & Residence in Cirebon City

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Abstract

Employee job satisfaction is an important aspect in supporting the quality of service in the hospitality industry which is highly dependent on human resource performance. The main factors influencing job satisfaction include Compensation, Work Environment and Workload. This study was conducted to determine the effect of compensation, work environment, and workload on employee job satisfaction at Bentani Hotel & Residence in Cirebon City. The research approach used was quantitative. The sample in this study amounted to 109 respondents who were employees from various departments. Data collection was carried out using a questionnaire, and the analysis technique used was multiple linear regression with the help of SPSS. The results of the study showed that the work environment and workload had a positive and significant effect on job satisfaction, while compensation did not have a significant effect although it showed a positive direction. Simultaneously, the three variables were proven to have a significant effect on job satisfaction. This finding shows that efforts to improve job satisfaction are not enough just by providing compensation, but also need to be accompanied by the creation of a supportive work environment and a fair and proportional distribution of workload.

Keywords: *Compensation, Work environment, Workload, Job Satisfaction.*

1. Introduction

The hospitality industry is a service sector that relies heavily on employee performance in providing optimal service to guests. Employee job satisfaction is a determining factor in a hotel's success, as it directly impacts the quality of service provided. Factors influencing job satisfaction include compensation, work environment, and workload (Saputra, 2021; Widajanto & Adiyanto, 2022). Bentani Hotel & Residence in Cirebon City, a four-star hotel with a long history, faces challenges in maintaining employee job satisfaction.

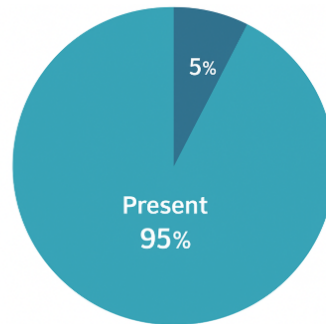


Figure 1. Average attendance rate of employees in 2024

Source: Internal Bentani data

Bentani Hotel & Residence in Cirebon City experienced fluctuating employee absenteeism, averaging 5.06% in 2024, exceeding the company's tolerance limit of 5%. Absenteeism was generally due to illness or family matters, negatively impacting employee performance. Interviews with the Human Resources Manager revealed employee dissatisfaction with perceived unequal compensation and work distribution. The high workload and less-than-ideal compensation led to complaints, compounded by layoffs due to the company's unstable conditions. As a solution, management reduced the weekly workweek from 5 to 3 days, with a compensation adjustment of 55% of base salary, to balance company interests and employee well-being.

Based on the results of a pre-survey of 20 employees at the Bentani Hotel & Residence in Cirebon City, several key issues were identified. Workload was the dominant issue, contributing 75%. 85% of employees stated that work was often sudden, piled up, and required immediate completion, even at the expense of rest time. This situation creates an excessive workload that impacts work performance. Regarding compensation, 40% of employees felt that compensation was not commensurate with the workload. However, all respondents (100%) acknowledged the existence of work insurance coverage. Employees considered salaries inadequate, even with insurance coverage. Regarding the work environment, all respondents (100%) stated that the work environment was comfortable, safe, and clean. However, 25% still felt that the work environment did not fully support comfort. These findings indicate that high workload and inadequate compensation are the main issues affecting employee job satisfaction.

Most previous studies have only examined two variables: workload–compensation or work environment–compensation, thus limiting the simultaneous study of all three variables. Furthermore, many studies have focused on government agencies or hospitals, rather than the hotel industry, which has distinct characteristics. Previous research findings also show inconsistencies: some found workload to have a positive effect on job satisfaction, while others showed a negative or insignificant effect. Given these conditions, this study is crucial for the Bentani Hotel & Residence in Cirebon City, focusing simultaneously on compensation, work environment, and workload on job satisfaction. The research innovation lies in the comprehensive analysis of all three variables within a single model and the rarely studied research object. The results are expected to provide scientific contributions as well as practical input for hotel management in improving employee job satisfaction.

2. Literature Review Compensation

According to Handoko (2008) in P. Maisara (2023), everything workers receive in return is compensation. Direct compensation and indirect compensation are two types of compensation that can be distributed. Paying employees directly in the form of wages is known as direct compensation. Conversely, indirect benefits include benefits such as health insurance and old-age security that ease the burden of working conditions. Employee job satisfaction is greatly influenced by the compensation they receive. Umar (2019:232) defines compensation as benefits employees receive directly from the company, including salaries, wages, incentives, bonuses, premiums, health insurance, and other similar payments. Employees can experience problems due to inadequate compensation.

Work Environment

According to Saputra A.A (2021), everything around employees that has the potential to influence how they complete their work is considered a work environment. For example, music, cleanliness, and so on. The work environment is an atmosphere that influences a sense of security, comfort, and fulfillment when they carry out and complete tasks assigned by their managers (Turangan, 2021). Employees who work in a supportive environment tend to perform well and utilize their resources, knowledge, and abilities to provide high-quality services.

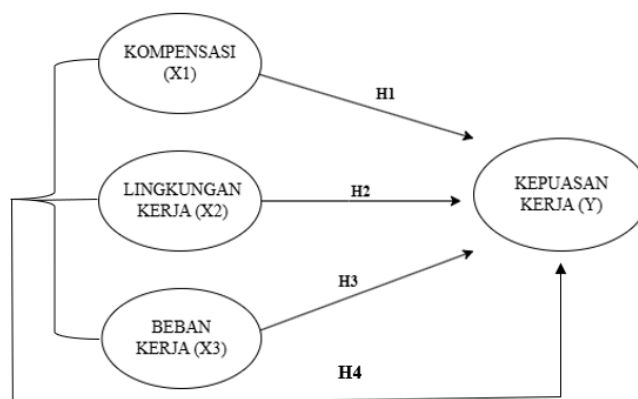
Workload

According to Haryanto (2010) in the book (Rino, 2020), workload is the total number of tasks that must be completed by an individual or group of people within a certain period of time in carrying out daily activities. Workload is a mandatory activity determined by a position or organizational unit which is the result of multiplying the workload by the standard time, according to the Regulation of the Minister of Home Affairs Number 12 of 2008.

Job Satisfaction

Employees' positive or negative feelings about aspects of their work can shape job satisfaction (Schermerhorn, JR, Hunt, JG, and Osborn, RN, 1991). Hasibuan (2017) defines job satisfaction as having a positive emotional attitude and enjoying one's work. Another way to define job satisfaction is the level of employee satisfaction with their work, including the tasks they complete.

Research Framework



Hypotesis

H1: The Effect of Compensation on Job Satisfaction

H2: The Effect of Work Environment on Job Satisfaction

H3: The Effect of Workload on Job Satisfaction

H4: The Effect of Compensation, Work Environment, and Workload on Job Satisfaction

3. Research Methods

The object of this thesis research is employees at Bentani Hotel & Residence in Cirebon City. This study discusses how compensation, work environment, and workload can affect employee job satisfaction at the company. This research was conducted by distributing questionnaires directly and using convenience sampling. This study uses primary data obtained from respondents using questionnaires and secondary data derived from various journals as reading sources and data from Bentani Hotel & Residence in Cirebon City. This research questionnaire uses a Likert scale of 1-5

To determine the relationship between independent and dependent variables, multiple linear regression analysis was used in this study. Multiple linear regression analysis is used to determine how independent and dependent variables relate to each other. Compensation (X1), Work Environment (X2), Workload (X3) are independent variables that impact the dependent variable Job Satisfaction (Y). The researcher used SPSS, a computer program used in contemporary research practice, for data analysis.

4. Results and Discussion

Validity test

Kompensasi			
Poin pernyataan	r hitung	r tabel	Keterangan
X1.1	0,873	0,188	Valid
X1.2	0,782	0,188	Valid
X1.3	0,800	0,188	Valid
X1.4	0,873	0,188	Valid
X1.5	0,782	0,188	Valid
X1.6	0,800	0,188	Valid
X1.7	0,873	0,188	Valid
X1.8	0,592	0,188	Valid
Lingkungan Kerja			
Poin pernyataan	r hitung	r tabel	Keterangan
X2.1	0,747	0,188	Valid
X2.2	0,887	0,188	Valid
X2.3	0,711	0,188	Valid
X2.4	0,773	0,188	Valid
X2.5	0,887	0,188	Valid
X2.6	0,773	0,188	Valid
X2.7	0,887	0,188	Valid
X2.8	0,773	0,188	Valid
X2.9	0,887	0,188	Valid
X2.10	0,535	0,188	Valid

The research results show a table r value of 0.188. This value is obtained using the formula for finding the table r ($df = N - 2$). The requirement for making a decision on validity testing is if the calculated $r > \text{valid table } r$ and vice versa (Ghozali, 2018). It can be concluded that all statements in the variables are valid with the overall calculated r value per item for each variable greater than the table r value. Therefore, it can be assumed that the questionnaire can be declared valid because it can explain something that has been measured by the questionnaire.

Reliability test

Variabel	Cronbach's Alpha	Keterangan
Kompensasi (X1)	0,919	Reliabel
Lingkungan Kerja (X2)	0,928	Reliabel
Beban Kerja (X3)	0,946	Reliabel
Kepuasan Kerja (Y)	0,911	Reliabel

Based on the reliability test results presented, it can be seen that all variables in this study have a Cronbach's Alpha value above 0.70. This indicates that the research instrument used has met the reliability criteria. In detail, the Compensation variable (X1) has a Cronbach's Alpha value of 0.919, the Work Environment variable (X2) of 0.928, the Workload variable (X3) of 0.946, and the Job Satisfaction variable (Y) of 0.911. These values indicate that all statement items in each variable are consistent and reliable for use in data collection in this study.

Multiple Linear Regression Analysis Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.657	2.699		2.096	.038
	KOMPENSASI	.128	.065	.156	1.951	.054
	LINGKUNGAN KERJA	.147	.059	.211	2.497	.014
	BEBAN KERJA	.391	.067	.477	5.839	<.001

Based on the results of the multiple linear regression analysis on the obtained data, the following equation is produced:

$$Y = 5.657 + 0.128 X1 + 0.147 X2 + 0.391 X3 + e$$

With the following explanation:

1. The constant value obtained from the multiple linear regression analysis is 5.657. The constant is the value of the dependent variable Y when all variables are zero or unchanged. This means that if the values of the compensation, work environment, and workload variables are equal to zero or constant, then the job satisfaction value is 5.657.
2. The compensation coefficient (X1) is 0.128. This means that for every one-unit increase in compensation, the job satisfaction variable will increase by 0.128.

3. The work environment coefficient value (X2) is 0.147. This means that for every one-unit increase in the work environment variable, the job satisfaction variable will increase by 0.147.
5. The workload coefficient value (X3) is 0.391. This means that for every one-unit increase in the workload variable, the job satisfaction variable will increase by 0.391.

T-Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.657	2.699		2.096	.038
	KOMPENSASI	.128	.065	.156	1.951	.054
	LINGKUNGAN KERJA	.147	.059	.211	2.497	.014
	BEBAN KERJA	.391	.067	.477	5.839	<.001

Based on the t-test results, the following results were obtained:

1. The significance value of the Compensation variable is 0.054, which is greater than 0.05. The regression coefficient $B = 0.128$, indicating a positive effect. However, because the significance value is greater than 0.05, it can be concluded that H1 is rejected and Ho is accepted, meaning compensation does not significantly influence employee job satisfaction, although the direction of the effect is positive.
2. The significance value of the Work Environment variable is 0.014, which is less than 0.05. The regression coefficient $B = 0.147$, indicating a positive effect. Therefore, it can be concluded that H2 is accepted and Ho is rejected, meaning the work environment has a positive and significant effect on employee job satisfaction.
3. The significance value of the Workload variable is <0.001, which is less than 0.05. The regression coefficient $B = 0.391$, indicating a positive effect. Therefore, it can be concluded that H3 is accepted and Ho is rejected, meaning workload has a positive and significant effect on employee job satisfaction.

F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	460.648	3	153.549	31.213	.000 ^b
	Residual	516.544	105	4.919		
	Total	977.193	108			

Based on the calculated F value is 31.213 with a significance value (Sig.) of 0.000, which is smaller than the significance level of 0.05. This means that simultaneously the variables Compensation (X1), Work Environment (X2), and Workload (X3) have a significant influence on the dependent variable, namely Job Satisfaction (Y). These results also support that Compensation, Work Environment, and Workload can influence the overall level of employee Job Satisfaction. Therefore, companies need to pay attention to these three factors simultaneously to create optimal working conditions for employees.

Coefficient of Determination Test Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.471	.456	2.21799

Based on the results of the determination coefficient test, it can be seen that the Adjusted R Square value is 0.456. This means that the Compensation (X1), Work Environment (X2), and Workload (X3) variables together contribute to explaining the variation in the Job Satisfaction (Y) variable by 45.6%, while the remaining 54.4% is influenced by other factors outside the variables examined in this study. Thus, it can be concluded that the regression model used has a fairly good ability to explain the relationship between independent variables and employee job satisfaction.

5. Conclusion**The Effect of Compensation on Employee Job Satisfaction**

The t-test results indicate that compensation has no significant effect on employee job satisfaction (sig. 0.054 > 0.05), although the regression coefficient is positive (0.128). This means that compensation tends to increase satisfaction, but the effect is not statistically strong enough. This finding aligns with Herzberg's Two-Factor Theory, which positions compensation as a hygiene factor—the absence of compensation triggers dissatisfaction, but its fulfillment does not automatically increase satisfaction. This insignificance may be influenced by compensation that is not commensurate with workload, as well as the characteristics of respondents, who are predominantly young and value the work environment, social relationships, and career opportunities over material goods, consistent with Maslow's theory of needs. These results support research by Saputra (2022) and Hermingsih & Purwanti (2020), which also found that compensation is not always a determinant of job satisfaction. Therefore, management needs to review compensation policies to make them more fair and transparent, while also balancing this with a comfortable work environment and support for personal development.

The Effect of Work Environment on Employee Job Satisfaction

The results of the study indicate that the work environment has a positive and significant effect on job satisfaction (coefficient 0.147; sig. 0.014 < 0.05). This means that the better the work environment, the higher the employee satisfaction. This finding supports Behavioral Science theory and the opinion of Robbins & Judge (2017), which emphasizes that a safe, comfortable, and harmonious work environment increases satisfaction while reducing turnover. This research aligns with Al-Kharaj (2022), Irbayuni (2023), and Parashakti et al. (2019), which also demonstrated that the work environment has a significant impact on job satisfaction. Therefore, companies need to maintain cleanliness, safety, air circulation, and interpersonal relationships to improve employee comfort, motivation, and loyalty.

The Effect of Workload on Employee Job Satisfaction

The study shows that workload has a positive and significant effect on job satisfaction (coef. 0.391; sig. < 0.001). This means that when workload is fair and appropriate, employees feel motivated and satisfied, while disproportionate workloads lead to stress and dissatisfaction. This finding supports Equity Theory and previous studies (Astuti, 2022; Stanis Man, 2023), which highlight that employees can still accept heavy workloads if balanced with fair rewards and adequate support. Therefore, companies should ensure realistic and well-distributed workloads to boost morale, satisfaction, and overall performance.

The Effect of Compensation, Work Environment, and Workload on Employee Job Satisfaction

The F-test results indicate that compensation, work environment, and workload simultaneously significantly influence employee job satisfaction. Although compensation is not partially significant, when tested together with other variables, it still makes a significant contribution. This finding aligns with the Multifactor Theory of Job Satisfaction and previous research (Ahmed, 2022; Ayu & Budiyo, 2024; Pradana et al., 2024), which emphasizes that job satisfaction is influenced by a combination of work factors. Therefore, management needs to consider these three aspects in an integrated manner to create more stable job satisfaction.

This research can serve as a reference for developing similar research in the future. Future researchers are advised to explore other variables that may influence job satisfaction at Bentani Hotel & Residence in Cirebon City. Furthermore, sampling techniques and analysis methods can be varied to provide richer and more in depth research results.

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