

The Effect of Work Environment, Compensation, and Career Development on Employee Job Satisfaction of PT Semen Indonesia Logistics

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Received: June 22, 2025

Accepted: June 26, 2025

Published: June 30, 2025

Abstract

PT Semen Indonesia Logistik, an affiliate of PT Semen Indonesia (Persero) Tbk, distributes and manages cement, industrial goods, and other commodities. Based on Semen Indonesia Group's environmental impact, effective distribution depends on this company. The main objective of this study is to identify and investigate the link between job satisfaction and elements like compensation, career development, and working surroundings. This research results from quantitative analysis of data gathered from fifty PT Semen Indonesia Logistik personnel. Questionnaires were used to gather data; subsequently, validity and dependability were assessed to ensure the instrument's quality. We performed basic assumption tests—which include checks for normality, multicollinearity, and heteroscedasticity—to guarantee even more the usefulness of the data. Through the lens of multiple linear regression and hypothesis evaluation, we uncovered insights into how each variable functions. To further grasp their influence, we leveraged the coefficient of determination to measure the extent of impact each independent factor has on the outcome variable. Determining workers' satisfaction on the job was more influenced by pay and promotion chances than by working circumstances.

Keywords: Work Environment; Compensation; Career Development; Job Satisfaction

1. Introduction

Under PT Semen Indonesia (Persero), PT Semen Indonesia Logistik handles and distributes several commodities, including cement. Since this firm ensures the timely and error-free delivery of all products, Semen Indonesia Group depends on it for the ecological. There are many elements that might promote job happiness; this research tries to identify and evaluate these elements. Among these elements might be career development, pay, and the surroundings of employment. For this quantitative investigation, fifty PT Semen Indonesia Logistik employees were questioned. Data was gathered using questionnaires then validated for validity and reliability to guarantee the instrument's quality. To ensure the data was acceptable, we also conducted the typical assumption tests—searching for heteroscedasticity, multicollinearity, and normality. To decode the role of every variable, we turned to multiple linear regression and hypothesis evaluation. Then, with the help of the coefficient of determination, we explored the weight of influence each independent factor held over the dependent one, revealing which variables truly drove the outcomes. Employees' degrees of job satisfaction in the workplace are much influenced by just financial incentives and chances for progress.

Job satisfaction is a condition of good emotional well-being experienced by employees while they go about their responsibilities. When employees feel content in their job, they are more likely to surpass expectations, show loyalty to the company, and have great degrees of motivation. (Azhar et al., 2020) claim that developing an optimal work environment with performance in mind depends critically on job satisfaction. An employee's emotional reactions and actions toward the things he undertakes mirror his behavior toward his employment (Saputra, 2022). Happy workers are more inclined to go above and above, be devoted to their company, and pursue its goals. Conversely, productivity suffers, absenteeism increases, and employee turnover is a definite possibility when employees are unhappy. PT Semen Indonesia Logistik therefore strives hard to provide a pleasant environment, pay fairly, and promote professional development so that employees may enjoy daily arrival to work.

Whatever an employee comes across on the job—physical, social, psychological, or otherwise—is seen as part of their workplace. A lot may be done to raise job satisfaction by trying to provide a nice work environment both physically

and psychologically. If an environment fosters workers' well-being, they will be more contented, loyal to the company, and productive. Conversely, unhappy employees demonstrate in their output (Alam & Wanielisa, 2021). This is especially true in their workplace. According to earlier research, the workplace greatly and favorably influences job happiness (Vanessa & Nawawi, 2022). Nonetheless, other studies have shown that workers' job satisfaction is not much influenced by working circumstances (Astuti et al., 2022).

From their companies, workers get a range of forms of pay in return for their efforts and services to the business. This form of compensation includes basic salary, bonuses, incentives, commissions, and various benefits such as health and transportation that support employee needs. Providing compensation not only aims as a form of appreciation, but also contributes to increasing job satisfaction, which in turn encourages employees to work more actively, creatively, and competently (Sompie et al., 2019). The research suggests that income and satisfaction on the job have a positive and statistically significant link (Safirla & Oktiani, 2024). However, there are also studies that find that compensation has no significant effect (Lindasari et al., 2022).

Career development is a series of planning and implementation actions designed to help employees improve their skills, knowledge and experience to achieve higher career goals. This process aims to provide opportunities for employees to develop professionally so that they can achieve their desired position. Possibilities for professional development significantly influence employees' degrees of job satisfaction. Employees who are given opportunities to develop are generally more motivated, feel more satisfied, and are able to demonstrate high levels of productivity. Conversely, a lack of career development opportunities can reduce motivation and job satisfaction, which results in decreased performance. Therefore, it is important for companies to provide career development opportunities fairly and equitably to encourage increased employee job satisfaction. According to previous research, career development has an effect (Rulianti & Nurpibadi, 2023). Meanwhile, there is research that shows that career development does not have a significant impact (Anshori et al., 2023).

Starting with the backdrop description, this study aims to find how PT Semen Indonesia Logistik's work environment, pay, and chances for professional development influence occupational satisfaction. The business policies will be developed with reference to the results of this study in order to reach ideal work effectiveness.

Maslow's Theory of Needs

Abraham Maslow proposed his Needs Hypothesis in 1943 as a theory to help to clarify motivation. This theory holds that to reach self-actualization all human needs—from the most basic to the most advanced—must be met in a precise sequence. Applying this theory to the analysis of employee job satisfaction would help us to understand what motivates employees and how satisfying their demands in the workplace will increase their happiness (Lawren & Ekawati, 2023)..

Work Environment

The work environment is a condition created to support employee comfort in achieving agency or company goals. A poor work environment, such as a hot, dirty room, lack of air circulation, and overcrowding, can trigger stress, reduce concentration, and have an impact on performance (Lestari et al., 2020). Therefore, it is very important for agencies to maintain the available facilities and add the facilities needed to support employee productivity. Work Environment Indicators:

1. Wok atmosphere
2. Relationship with coworkers
3. Availability of working facilities

Compensation

Compensation is various types of rewards received by employees, both in the form of money and goods, as a form of appreciation for the contributions or services they have provided to the Company (Komara & Rhamadhan, 2023). This offers a basic pay as well as allowances, incentives, and other benefits aimed to inspire employees to be more engaged in the growth of the company. Pay Scale Benchmarks:

1. Income
2. Salary in Employment
3. Incentives
4. Allowances

Career Development

Career development is a process of increasing one's position or status in an organization that is carried out formally and structured according to a predetermined career path, with the aim of supporting the achievement of success and fulfilling individual career goals (Hizburrahman et al., 2023). With careful career development planning, companies provide opportunities for employees to develop competencies, expand responsibilities, and improve their position. This process usually includes training, promotion, job rotation, and ongoing coaching. Career Development Indicators:

1. Work performance
2. Networking
3. Training
4. Experience

Job Satisfaction

Employee job satisfaction reflects the overall sentiment or disposition individuals have regarding their professional duties. True satisfaction extends beyond mere physical presence at work; it involves a sense of comfort and engagement in daily tasks. When employees genuinely enjoy what they do, they are less likely to feel disengaged and more inclined to perform with dedication and consistency (Enriko & Arianto, 2022). A positive level of job satisfaction contributes significantly to cultivating an efficient and cohesive organizational climate. Employees who are content in their roles often display heightened motivation, adherence to discipline, and eagerness to fulfill their responsibilities.

Indicators of Employee Job Satisfaction:

1. Work done
2. Relationship with superiors
3. Relationship with coworkers
4. Salary received
5. Promotion

The Function of the Workplace in Affecting Staff Contentment

One of the most important aspects of a company's operations calls especially attention. Although this influences the employees who do these duties, the operational operations of a company have little bearing on the workplace (Rulianti & Nurpibadi, 2023). The quality of management at their workplace may affect employees' performance, output, and job satisfaction as well as their pleasure on it. On the other hand, a badly run workplace will make employees dissatisfied and less inclined to give their tasks their all.

Previous research (Waskito & Sumarni, 2023) on the issue show that workers' work environment influences their level of satisfaction on the workplace. Since this result shows a favorable link between their work and their enjoyment, employees are more likely to like their occupations when they operate in an environment fit for both of them.

H1: Work environment affects employee job satisfaction

The Function of the Compensation in Affecting Staff Contentment

Since their enjoyment on the job directly affects their pay, workers anticipate a fair compensation (Saputra, 2022). Reason being, compensation is one element that could affect employees' job satisfaction. Workers' opinions of a fair pay and their level of job satisfaction show a favorable relationship. Conversely, if employees believe their compensation is unfair or does not meet expectations, morale and output may suffer. If their companies pay notice and adjust their pay scales, employees will be happy in their work.

Previous research (Tanuwijaya et al., 2024) show that remuneration considerably and favorably influences employment contentment. The company's salary, which includes bonuses, incentives, and overtime, is rising; if it is fair, people will be happy in their positions.

H2: Compensation affects employee job satisfaction

The Function of the Prospective Advancement Career in Affecting Staff Contentment

Possibilities for career development greatly influence job satisfaction. Investing in the professional development of their employees would help companies raise morale and output (Simanjuntak & Sari, 2023). This results in workers reporting greater degrees of job satisfaction as it provides them optimism for prospects for future progress. Training and opportunities for more responsibility help to boost a sense of accomplishment—a fundamental component of job satisfaction. Those that have chances to grow in their fields of work show higher degrees of job satisfaction, which influences their loyalty and production in turn.

As stated by (Widyaningtyas et al., 2023), past research have shown a beneficial and statistically significant correlation between employee work satisfaction and career progression. This shows that additional chances for professional development help workers to be more content with their employment.

H3: Career development affects employee job satisfaction

Research Framework

Based on the philosophy of past studies, this study will use the following framework to help to better grasp the link between the dependent and independent variables:

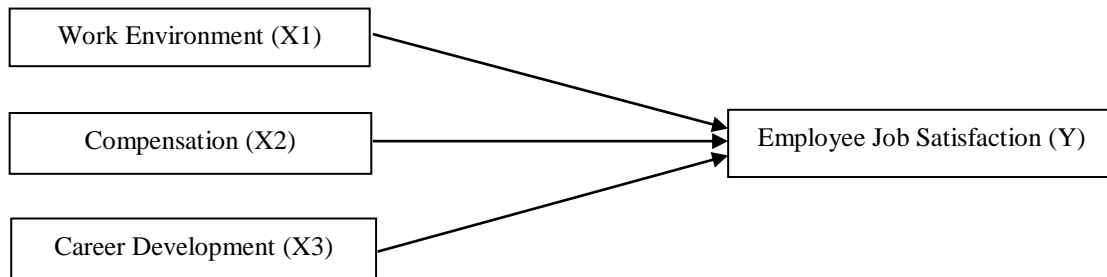


Figure 1: Research Framework

2.Method

Type of Research

The primary data source for this quantitative research is PT Semen Indonesia Logistik staff answers. We asked respondents about their work environment, remuneration, chances for development, and general job happiness using a Google Forms questionnaire using a 1–5 Likert scale.

Sample and Population

The population consists of 145 individuals, PT Semen Indonesia Logistics employees. The sample was chosen using the purposive sampling technique based on certain researcher-set criteria. Employees qualified to participate in this study have minimum one year of service experience and awareness of the work culture, wage scale, and chances for promotion of their organization. By use of the purposive sampling technique, the gathered sample is expected to be able to reflect situations in accordance with the research objectives and provide more relevant data.

Data Retrieval Technique

In the realm of survey research, Likert scales offer a structured means of capturing subjective experiences and translating them into measurable insights. Through the aggregation of participant responses, the influence of independent constructs on outcome variables becomes discernible. A suite of analytical tools—including validity and reliability checks, classical assumption diagnostics, hypothesis validation, and multiple linear regression—then aids in uncovering meaningful patterns and relationships within the dataset.

3. Findings and Discussion

Participants online were sent Google forms to provide primary data for this study. Fifty people who met the inclusion and exclusion criteria made up the research sample for this project. Out of the responses, men accounted for 55% and women 45%..

3.1 Research Results

3.1.1 Data Instrument Test Results

3.1.1.1 Validity Test Results

Table 1. Validity Test Results

Correlations		Total
X1.1	Pearson Correlation	,874**
X1.2	Pearson Correlation	,740**
X1.3	Pearson Correlation	,866**
X1.4	Pearson Correlation	,730**
X1.5	Pearson Correlation	,806**
X1.6	Pearson Correlation	,883**
X2.1	Pearson Correlation	,619**
X2.2	Pearson Correlation	,839**
X2.3	Pearson Correlation	,855**
X2.4	Pearson Correlation	,834**
X2.5	Pearson Correlation	,795**

X2.6	Pearson Correlation	,725**
X3.1	Pearson Correlation	,852**
X3.2	Pearson Correlation	,889**
X3.3	Pearson Correlation	,756**
X3.4	Pearson Correlation	,893**
X3.5	Pearson Correlation	,784**
X3.6	Pearson Correlation	,784**
Y.1	Pearson Correlation	,875**
Y.2	Pearson Correlation	,925**
Y.3	Pearson Correlation	,905**
Y.4	Pearson Correlation	,844**
Y.5	Pearson Correlation	,849**
Y.6	Pearson Correlation	,782**
N		50

The validity test finds that every item in Table 1 is deemed legitimate. This covers the following statement items: X2 compensation; Y employee job satisfaction; X3 career development. The value of the correlation coefficient exceeds 0.278.

3.1.1.2 Reliability Test Results

Table 2. Reliability Test Results

Reliability Statistics			
Variable	Cronbach's Alpha	N of Items	
Work Environment	0,890	6	6
Compensation	0,866	6	6
Career Development	0,900	6	6
Job Satisfaction	0,931	6	6

Table 2 shows that the Cronbach's Alpha value found by the reliability test exceeds the lowest requirement of 0.6. Given this, we may argue that while the surveys of all three factors are legitimate, additional study is required.

3.1.2 Classical Assumption Test Results

3.1.2.1 Normality Test Results

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a, b}	Mean	0,0000000
	Std. Deviation	2,29263648
Most Extreme Differences	Absolute	0,120
	Positive	0,120
	Negative	-0,072
Test Statistic		0,120
Asymp. Sig. (2-tailed)		0,071 ^c

To evaluate the distributional characteristics of the dataset, a normality test was performed. The resulting p-value of 0.071, as presented in Table 3, surpasses the standard 0.05 significance level. This implies that even though the data exhibits a degree of variability, it remains acceptable for parametric statistical testing under the established criteria.

3.1.2.2 Multicollinearity Test Results

Table 4. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Environment	0,514	1,945

Compensation	0,506	1,978
Career Development	0,364	2,746

In this regression model, the key indicators for assessing multicollinearity are the tolerance and VIF (Variance Inflation Factor) values. The multicollinearity analysis aims to detect possible interrelationships between variables. According to the results in Table 4, the Work Environment variable exhibits a VIF of 1.945 and a tolerance level of 0.514—above the 0.05 threshold—suggesting no significant multicollinearity issue. Comprising a VIF of 1.978 and a tolerance of 0.506 > 0.05, the compensation variable is statistically significant. The career development variance is regarded as significant with a VIF of 2.746 and a tolerance of 0.364 > 0.05. These results point to no indication of multicollinearity among the three independent variables—including Work Environment (X1), X2, chances for job progress and financial benefit (X3).

3.1.2.3 Heteroscedasticity Test Results

Table 5. Heteroscedasticity Test Results

Correlations			Unstandardized Residual
Spearman's rho	Work Environment	Correlation Coefficient	-0,138
		Sig. (2-tailed)	0,339
	Compensation	Correlation Coefficient	-0,017
		Sig. (2-tailed)	0,909
	Career Development	Correlation Coefficient	-0,031
		Sig. (2-tailed)	0,832

The heteroscedasticity test helps one find if the residual variances of the data from the regression model vary. Table 5 shows a salary of 0.909; career development of 0.832; and a noteworthy value of 0.339 for the work environment variable. Since every one of these significant values in the dataset exceeds 0.05, we can exclude the probability of heteroscedasticity in it.

3.1.3 Multiple Linear Regression Test Results

Table 6. Multiple Linear Regression Test Results

Coefficients ^a			
Model		Unstandardized Coefficients	
		B	Sig.
1	(Constant)	4,777	,083
	Work Environment	,060	,654
	Compensation	,236	,060
	Career Development	,590	,000

This study used multiple linear regression analysis to investigate if employee job satisfaction is affected by work environment, compensation, and career development. Multiple linear regression may be obtained from the data in table 6 by means of the following equation:

$$Y=4,777+0,060X1+0,236X2+0,590X3$$

- By use of a constant number (a) of 4.777, we may infer that, should Work Environment, Compensation, and Career Development be adjusted to zero, the degree of Employee Job Satisfaction is 4.777..
- A regression coefficient of 0.060 suggests a positive relationship between variable X1 (Work Environment) and Employee Job Satisfaction. Specifically, a one percentage point improvement in the work environment corresponds to an estimated 0.060 percentage point rise in job satisfaction among employees.
- With the regression coefficient of 0.236, Employee Job Satisfaction and Variable X2 (Compensation) both indicate a positive link. This suggests that employee work satisfaction will climb 0.236 points for every 1% pay increase.
- Regression coefficient of 0.590 indicates that variable X3 (Career Development) increases employee job satisfaction positively. Rising career development will cause employee job satisfaction to climb 0.590 points.

3.1.4 Hypothesis Test Results

3.1.4.1 Partial Test Results (T Test)

Table 7. Partial Test Results (T Test)

Coefficients ^a			
Model		T	Sig.
1	(Constant)	1,771	0,083
	Work Environment	0,451	0,654
	Compensation	1,930	0,006
	Career Development	4,127	0,000

To assess how factors like salary, work conditions, and professional development influence job satisfaction, a partial T-test serves as an appropriate analytical tool. The evaluation criteria are primarily based on the T-table value—calculated from the degrees of freedom ($df = N - K$)—and the statistical significance threshold of less than 0.05, or alternatively, the computed T-value. With 50 respondents and 4 variables included in the analysis, the degrees of freedom total 46, producing a T-table value of 1.678.

- With a 0.654 significance value more than 0.05 the work environment variable shows less than the T table value of 1.678. Its T count is 0.451. Thus, it is reasonable to claim that workers' job satisfaction is not much influenced by their workplace.
- The Compensation variable produced a T-table of 1.678 and a result of $0.006 < 0.05$. Pay rates so have a major influence on workers' job satisfaction.
- Moreover, the obtained T-statistic of 4.127 surpasses the critical T-value of 1.678. The Career Development variable also demonstrates a p-value of 0.000—well under the 0.05 threshold—providing strong evidence that Career Development significantly influences employee job satisfaction.

3.1.4.2 Simultaneous Test Results (F Test)

Table 8. Simultaneous Test Results (F Test)

ANOVA ^a			
Model		F	Sig.
1	Regression	29,437	,000 ^b

The F test serves as a tool to explore the cumulative influence of every predictor variable on the response variable. In Table 8, an F-count of 29.437 and a p-value of 0.000 emerge as compelling evidence—indicating that, in unison, these predictors powerfully shape the dependent variable's behavior.

3.1.5 Determination Coefficient Test Results

Table 9. Determination Coefficient Test Results

Model Summary ^b	
Model	Adjusted R Square
1	0,635

The coefficient of determination serves as a key indicator of how much variance in the dependent variable can be accounted for by the independent variables, presented in percentage terms. These coefficients fall within a scale of 0 to 1, with values closer to 1 indicating a stronger predictive capacity of the regression model. Based on the data in Table 9, the Adjusted R Square stands at 0.635, implying that the three variables Work Environment, Compensation, and Career Development jointly explain 63.5% of the fluctuations in company value. The remaining portion, 36.5%, remains under the influence of unmeasured or extraneous factors.

3.2 Discussion

3.2.1 The Function of the Workplace in Affecting Staff Contentment

First hypothesis test shows that elements of the workplace have no impact on employees' job satisfaction. Using a $p > 0.05$, 0.451 T-table, and 0.654 significance threshold, this hypothesis test revealed no appreciable correlation between employee job satisfaction and the working surroundings. I therefore turn away H1.

The results showed that workers' job satisfaction had no clear effect from workplace elements. Whereas Maslow's needs theory includes the workplace into the fulfillment of basic and safety-related demands, this finding goes against that concept. If their fundamental needs are met, employees' focus shifts to more sophisticated demands like

incentives and self-actualization. Therefore, improving the workplace has little effect on job satisfaction since it is currently deemed adequate and not a top concern.

This study, in line with others, shows that employees' job satisfaction is somewhat unaffected by working conditions (Prayekti & Sekarini, 2021). This outcome implies that improving working conditions no longer much influences job satisfaction when they are judged adequate.

3.2.2 The Function of the Compensation in Affecting Staff Contentment

The second hypothesis test sheds light on the relationship between employee satisfaction and remuneration. Despite a statistically significant T-statistic ($1.930 > 1.678$) and a p-value of 0.006, the results suggest that while salary plays a role in shaping job satisfaction, its influence may be more modest than what earlier assumptions had indicated.

The results showed that workers' level of pleasure in the job is much influenced by pay scales. Maslow's hierarchy of needs which spans physiological, security, and reward demands—helps one to understand how important compensation is in meeting these needs. When their fundamental needs are met monetarily, employees will be content and more committed in their employment. Consequently, satisfaction in the job is much raised by financial compensation.

This research (Utomo & Santoso, 2021). shows that workers' job satisfaction is much influenced by pay rates. Fair compensation commensurate with accomplishments may increase work satisfaction as it meets financial needs and honors success.

3.2.3 The Function of the Prospective Advancement Career in Affecting Staff Contentment

Third hypothesis test revealed a statistically significant correlation between professional success and happiness in one's job. This hypothesis test accepts H3 with a T-count of $4.127 >$ and a significant value of 0.000, therefore suggesting that employee job happiness is somewhat unaffected by career development.

The results clearly show that career development greatly influences employee job satisfaction. This result is also a need in line with Maslow's needs theory, which classifies the most basic human motives as the need for self-actualization and recognition. Through programs for professional development—work rotation, training, or promotions—employees are acknowledged and given chances to maximize their potential. Taking care of these needs may help to improve general job satisfaction.

The results of this research support those of (Widyaningtyas et al., 2023) as well as others demonstrating a significant relationship between employee work satisfaction and professional growth. This shows that giving employees the opportunity to develop professionally and gain new skills might help to raise morale, which would therefore make them happy in their employment.

4. Conclusion

Although environmental elements may not be important, studies show that workers' degrees of job satisfaction are much influenced by salary and chances for growth. This study emphasizes the need of providing appropriate pay and chances for professional growth in improving job satisfaction. At the same time, even if one is skilled, the surroundings no longer determine anything. When all these elements are satisfied, staff members might be happy.

Since this study focused on one company, its results are not applicable to other sectors or companies overall. Moreover, no other factor that could be pertinent has been taken into account as the approach used is only quantitative. Therefore, future studies should expand the number and diversity of respondents, incorporate the elements under investigation, and use qualitative methods or hybrid ways if one wants more comprehensive insights.

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