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Literature Review on Factors Influencing Job Satisfaction: Variables of Work Environment, Workload, and Compensation

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Abstract: Employee job satisfaction serves as a critical benchmark in achieving the objectives of an organization. It is regarded as highly significant and crucial, prompting human resource management practitioners, who oversee and manage human resources, to frequently conduct research. Prior studies play an essential role in supporting new research or academic articles. This scientific article aims to reinforce theoretical foundations and elucidate phenomena related to the relationships or influences among the variables under investigation. This article specifically reviews and analyses various factors that impact employee job satisfaction as a component of human resource management. Based on the identification and literature review conducted, it has been found that: 1) the work environment has a significant influence on job satisfaction; 2) workload affects job satisfaction; and 3) compensation impacts job satisfaction. Relevant prior research serves as a foundational reference for the literature review in this academic article, thereby providing a basis for future research that is expected to support organizational strategies and policies, particularly in the management of human resources.

Keywords: Work Environment, Workload, Compensation, & Job Satisfaction.

INTRODUCTION

Human resources (HR) constitute a crucial element in determining the success of an organization's objectives Sutrisno,(2019), According to Yosepha et al. (2024), an important indicator of a country's economy is the stock market, which comprises a collection of companies. The progress of these companies can be observed through the quality of their human resources, whether in the private or public sector. Job satisfaction levels significantly influence employee performance and productivity. Luthans, as cited in Lie (2024), elucidates that job satisfaction is a positive emotional state arising from an individual's perception of their work, ultimately impacting motivation, loyalty, and the achievement of organizational goals. According to Hasibuan, as referenced in Umroh & Sutarmin (2024), it is essential to cultivate employee job satisfaction to the best possible extent to enhance work morale, dedication, affection, and discipline among employees. However, various internal and external factors can affect employee job satisfaction levels, necessitating a comprehensive analysis to manage these factors efficiently. To enhance job satisfaction, an organization should consider the factors that influence it, thereby facilitating the attainment of its primary objectives. When employees operate in a supportive environment and comfortable conditions, they are more likely to

experience job satisfaction (Sulistiyanto et al., 2024). In alignment with the statement by Dadang, as noted in Dhedy Ahmed S & Putri Maisara (2023), the emotional states associated with one's work can be either pleasant or unpleasant, thereby reflecting on the quality of the output produced. Dami et al., as discussed in Marthina Ona Boka & John E. H. J. FoEh (2024), further emphasise that job satisfaction tends to increase as the achievements or performance levels attained also rise. Emalia et al (2022) assert that job satisfaction is a positive feeling regarding one's work, derived from an evaluation of the job characteristics. This is consistent with the assertion by Robbins & Judge (2017) that individuals with high levels of job satisfaction possess positive feelings towards their work, while those with low job satisfaction experience negative feelings. In conclusion, it can be inferred that job satisfaction is a positive emotional condition influenced by an individual's perception of their work, which affects motivation, loyalty, and the achievement of organizational goals. This is inherently linked to a supportive work environment, resulting in employees exhibiting high work morale.

The work environment, in this context, significantly influences the conditions of employees who require comfort; thus, a conducive work environment that supports employees will lead to their satisfaction and a sense of contentment. All aspects, both physical and psychological, constitute the work environment that can affect job satisfaction. (Suryani, Aprilia et al., 2024). According to Nunuk et al (2023), the work environment encompasses everything surrounding workers that influences employee satisfaction while performing their tasks, thereby enabling optimal work outcomes. A work environment is deemed appropriate or good when employees can carry out their activities in an optimal, safe, and comfortable manner, with supporting facilities that enhance employee performance. The indicators of the work environment, as identified by Nunuk et al., include safety, lighting, comfort, interpersonal relationships among employees, and noise levels. Furthermore, Muhammad Rendi Santoso and Sri Widodo ((2022) Elucidate that the work environment refers to the conditions surrounding employees that can affect their ability to fulfil their duties and responsibilities. The work environment can be measured and dimensioned into: a temporal work environment; and a psychological work environment, with indicators such as working hours; break times; boredom; monotonous tasks; and fatigue. (Schultz, 2010). If the work environment is not conducive, employee dissatisfaction may arise. Therefore, organizations must strive to create a supportive and conducive work environment, ensuring that employees feel satisfied and motivated, thus enabling the achievement of organizational goals.

The division of tasks and a balanced composition of work within an organization are aspects that warrant careful consideration by the organization. Tarwaka, as cited in Assa (2022), asserts that workload arises from the interaction between job demands, the work environment in which employees operate, as well as the skills, perceptions, and behaviours of the employees themselves. Hence, workload can be understood as the result of an employee's obligations to the organization, which are influenced by the job demands present in the work environment that require specific skills, employee perceptions regarding their tasks, and ultimately the behaviours exhibited by employees, all of which contribute to the workload as defined by the nature of the tasks to be performed.

A balanced workload and its composition are critical factors that can significantly impact organizational performance, primarily due to employee job satisfaction. According to Nuraini, as referenced in Umroh & Sutarmin (2024), an excessive workload can lead to tension within an individual, thereby resulting in stress. When the workload becomes overly burdensome, it may lead to employee dissatisfaction, which in turn adversely affects outcomes. Relevant research indicates that workload issues emerge from the interaction with job demands, wherein the work environment should be perceived as a collaborative space, alongside the skills, behaviours, and perceptions of employees. Indicators of workload include but are not limited to, job conditions, the utilisation of working time, and the targets that must be achieved. (Saputra, 2021).

In the execution of any professional undertaking, the primary expectation of employees is to obtain maximal outcomes or compensation from their work, as this directly pertains to their livelihood and career progression. Wirawan, as cited in the work of Mohammad Reza Fauzi and Sri Widodo (2021), elucidates that compensation encompasses both financial and non-financial rewards received by the workforce as a result of the employment relationship between employers and employees. Employees require compensation in both material and non-material forms; compensation refers to the various types of rewards that employees receive from employers in exchange for their work performed by established commitments. This includes financial rewards, such as salaries and bonuses, as well as non-financial rewards, such as benefits, recognition, and opportunities for career development. In summary, compensation constitutes the entirety of rewards bestowed upon employees within the context of the employer-employee relationship.

The theories that underpin this research serve as key elements in the creation of job satisfaction. This study aims to analyse whether: 1) the work environment has a significant influence on job satisfaction; 2) workload impacts job satisfaction; and 3) compensation affects job satisfaction. By referencing these theories, this research is expected to contribute to the development of more effective human resource management strategies and support the achievement of organizational goals.

Table 1. Relevant Previous Research

No	Title	Author and Year	Method	Research Results
1.	The Influence of Work Environment, Work Stress, Work Motivation, and Compensation on Job Satisfaction	Charles Agatha Lie, Yanuar -2024	Quantitative	The work environment has a significant positive impact on job satisfaction. Work-related stress does not have a significant negative effect on job satisfaction. Work motivation significantly positively influences job satisfaction. Compensation has a significant positive effect on job satisfaction.
2.	The Influence of Work Environment, Workload, Compensation, and Communication on Employee Job Satisfaction	Cris Monica Iftihatul Umroh Sutarmin -2024	Quantitative	The work environment, workload, compensation, and communication significantly influence employee job satisfaction.
3.	The Influence of Environment, Workload, and Compensation on Employee Satisfaction at RSIA Mutiara Bunda	Henri Sulistiyanto, Imas Rosidawati, Didin Syarifuddin - 2024	Quantitative research, employing a cross-sectional design.	Employee job satisfaction is influenced by a conducive work environment, manageable workloads, and appropriate compensation.
4.	The Influence of Compensation, Workload, and Work Environment on Job Satisfaction Among Workers in Micro, Small, and Medium Enterprises (MSMEs) in Surakarta	Dhedy Ahmed S, Putri Maisara - 2023	Quantitative	Compensation has a positive and significant influence on job satisfaction. The impact of workload in this study demonstrates a negative and insignificant effect. The results of this research indicate that the work environment has a positive influence.
5.	The Influence of Work Environment and Workload on Job Satisfaction through Work Stress among the Regional Police of East Nusa Tenggara (A Study	Martina Ona Boka1, John E. H. J. FoEh2 – 2024	Quantitative	1. The work environment significantly influences job satisfaction. 2. Workload has a substantial impact on job satisfaction. 3. Work-related stress considerably affects job satisfaction. 4. The work environment exerts a

No	Title	Author and Year	Method	Research Results
	on the Directorate of Security Intelligence)			significant influence on work-related stress. 5. Workload has a considerable effect on work-related stress. 6. Work-related stress can mediate the relationship between the work environment and workload in their effect on job satisfaction.
6.	Literature Review Effect of Workload and Compensation on Job Satisfaction and Their Impact on Employee Performance	Sherly Shinta Emalia -2022	Literature Review	Burden Work influential to Job satisfaction; Compensation influential to Job satisfaction; Burden Work influential to Employee Performance; Compensation influential to Employee Performance; Satisfaction Work influential to Employee Performance.
7.	The Influence of Work Discipline, Workload, and Work Environment on Job Satisfaction among Employees in the Management of Infrastructure and Public Facilities in the West Kelapa Gading Sub-District.	Dwi Aprilia Suryani, Rahayu Endang Suryani, Farida, Estu Mahanani, Ruwaida	Quantitative	The positive and significant influence of the variables of discipline, workload, and work environment on job satisfaction.
8.	The Influence of Workload and Work Environment on Employee Performance at the Transportation Department of DKI Jakarta Province	Muhammad Rendi Santoso, dan Sri Widodo-2022	Quantitative Research Using Survey Methodology	The workload has a positive and significant effect on driver performance in a partial context. The work environment also has a positive and significant effect on driver performance in a partial context. Furthermore, both workload and work environment simultaneously have a positive and significant effect on driver performance.
9.	The Influence of Workload and Work Environment on Burnout Syndrome Among Employees of PT. Sinergi Integra Services	Adrie Frans Assa- 2022	Qualitative	The workload and work environment significantly impact burnout syndrome. A positive and conducive work environment aids in enhancing employee productivity. A balanced workload influences the work environment. Workload, compensation, and effective communication have a substantial effect on job satisfaction.
10.	The Influence of Work Environment, Workload, Compensation, and Communication on Employee Job Satisfaction	Cris Monica Ifatihatul Umroh, Sutarmin - 2024	Kuantitatif	The workload and work environment significantly impact burnout syndrome. A positive and conducive work environment aids in enhancing employee productivity. A balanced workload influences the work environment. Workload, compensation, and effective communication have a substantial effect on job satisfaction.
11	The Influence of Compensation, Work Environment, and	Agung Aditya Saputra - 2022	Quantitative	The workload has a negative and insignificant impact on job satisfaction, compensation has a negative and insignificant effect on

No	Title	Author and Year	Method	Research Results
	Workload on Employee Job Satisfaction			job satisfaction, and the work environment has a positive and significant influence on job satisfaction.
12	The Influence of Compensation and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable: A Study on CV Jawa Grafika Group Semarang.	Rico Bintang Putra, Ari Pradhanawati, Sari Listyorini - 2022	Quantitative	Compensation has an insignificant effect on Job Satisfaction, whereas the Work Environment has a significant impact on Job Satisfaction. The efforts of leaders to enhance employee performance will consequently lead to an increase in Job Satisfaction.
13	Workload and Work Flexibility on Job Satisfaction with Motivation as a Mediator	Tetty H Sitorus, Harlyn L Siagian - 2023	Qualitative with an explanatory approach or explanatory research.	The workload has a positive impact on job satisfaction, while work flexibility does not influence job satisfaction. Motivation affects job satisfaction, and workload positively influences motivation. Additionally, work flexibility affects motivation. Simultaneous testing indicates that both workload and work flexibility positively affect job satisfaction, mediated by work motivation.
14	The Influence of Compensation and Work Environment on Job Satisfaction at PT. Indocement Tungal Prakarsa Tbk Bandung	Gunawan Santosa - 2019	Quantitative dan Qualitative	Compensation and Work Environment have an impact on Employee Satisfaction.
15	The Influence of Work Environment, Work Stress, Work Motivation, and Compensation on Job Satisfaction	Charles Agatha Lie, Yanuar - 2024	Quantitative	The work environment has a significant positive impact on job satisfaction. Work-related stress does not have a significant negative effect on job satisfaction. Work motivation has a significant positive influence on job satisfaction, while compensation also has a significant positive effect on job satisfaction.
16	The Influence of Work Environment, Compensation, Work Discipline, Workload, and Work-Life Balance on Employee Job Satisfaction at Mega Finance Jember Branch	Susi Susanti, Suwignyo Widagdo, Yani Dahliani - 2021	Quantitative	The work environment has a significant positive influence on job satisfaction in a partial context. Compensation also exerts a significant positive effect on job satisfaction in a partial manner. Furthermore, work discipline positively and significantly impacts employee job satisfaction in a partial context. Conversely, workload has a significant negative influence on job satisfaction in a partial context.
17	The Influence of Work Environment, Compensation, and Workload on Job Satisfaction at the Regional Disaster Management Agency of Bandung Regency	Ayu Rismayanti, Dedi Supiyadi, Fanji Wijaya -2024	Quantitative	The work environment significantly influences job satisfaction, while compensation also has a substantial impact on job satisfaction. Furthermore, the work environment, compensation, and workload collectively exert a significant influence (simultaneously) on job satisfaction.

No	Title	Author and Year	Method	Research Results
18	The Influence of Financial Compensation, Workload, and Physical Work Environment on Employee Job Satisfaction at CV. Hages Jaya Barokah	Dhinda Lusiana Yusuf Indah Yuni Astuti Endah Kurniawati - 2022	Quantitative	Financial compensation has a partial influence on employee job satisfaction. Workload, when examined in isolation, does not have a significant effect on job satisfaction. The physical work environment, based on the results of the analysis, demonstrates a partial influence on employee job satisfaction. Furthermore, financial compensation, workload, and the physical work environment collectively have a simultaneous effect on employee job satisfaction.
19	The Influence of Work Environment, Compensation, and Workload on Employee Job Satisfaction at PT Nusapala Group	Putri Dhiva Wulandari, Rani, Purwatiningsih - 2023	Causal associative research with a quantitative approach.	The work environment has a positive and significant impact on job satisfaction. Compensation has a positive and significant effect on employee job satisfaction. Workload does not have a positive and significant influence on employee job satisfaction. Collectively, the work environment, compensation, and workload have a significant effect on job satisfaction.
20	The Influence of Compensation and Work Environment on Employee Job Satisfaction in the Kitchen Department.	Richadatul Aisy, Bambang Sutikno, Yufenti Oktafiah - 2023	Descriptive Correlational	Compensation and the work environment collectively exert a positive and significant influence on the enhancement of job satisfaction. Compensation has a positive and significant impact on the improvement of employee job satisfaction, while the work environment also positively and significantly affects the increase in employee job satisfaction. Among these variables, the work environment emerges as the most dominant factor influencing the enhancement of employee job satisfaction.
21	The Influence of Workload and Compensation on Job Satisfaction at PT Bina Computindo Prima Mangga Dua Jakarta	Sugiyono - 2023	Quantitative dan Qualitative	Workload harms job satisfaction, while compensation has a positive effect on job satisfaction.
22	The Influence of Leadership, Compensation, and Work Environment on Job Satisfaction	Justine Brenda Halim, Yusi Yusianto -2023	Quantitative	Leadership has a positive and significant impact on employee job satisfaction, while compensation has a positive but not significant effect on employee job satisfaction. The work environment exerts a positive and significant influence on employee job satisfaction. Among the three independent variables, the work environment has the most substantial effect on employee job satisfaction.
23	The Influence of Financial Compensation, Job Training, and Work	Widya Ayu Lestari, Zainal Abidin, Sulaimiah - 2023	Causal association with a	Financial compensation has a positive and significant effect on job satisfaction, job training has a positive

No	Title	Author and Year	Method	Research Results
	Environment on Employee Job Satisfaction		quantitative approach	and significant effect on job satisfaction, and the work environment has a positive and significant effect on job satisfaction. The results of this study indicate a positive and significant influence of the variables of financial compensation, job training, and the work environment on job satisfaction.
24	The Influence of Work-Life Balance, Occupational Health, and Workload on Employee Job Satisfaction at PT. Tirta Investama (Danone) Airmadidi	Renaldo Lumunon1 R. Greis Sendow2 M. Yantje Uhing - 2019	Quantitative	Work-life balance, occupational health, and workload simultaneously influence employee job satisfaction. Work-life balance does not have a significant impact on employee job satisfaction, whereas occupational health has a significant effect on employee job satisfaction. Additionally, workload also has a significant influence on employee job satisfaction.

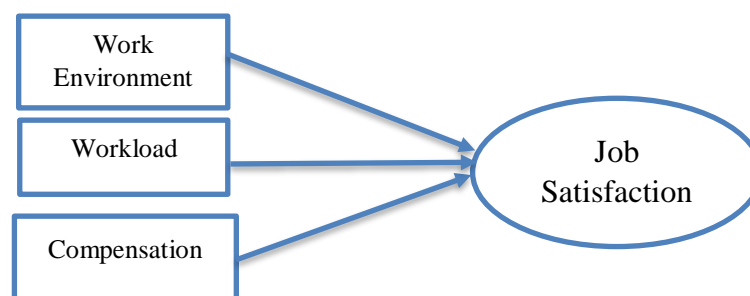
Source: Google Scholar, Semantic Scholar, Oalib

METHOD

In terms of the type of research conducted, this study employs library research, which is characterised by the collection of data or scholarly writings aimed at investigating a specific research object or gathering bibliographic data. This type of research involves a critical and in-depth examination of relevant literature to address a particular problem. Data analysis and the interrelation of variables can be obtained through platforms such as Mendeley, Google Scholar, Semantic Scholar, Oalib, and other online resources, as well as from physical academic books. The focus of library research lies in identifying various theories, laws, principles, or ideas that are utilised to analyse and resolve the formulated research questions. The nature of this research is a discussion that elucidates the analysis and facts that have been substantiated; therefore, it can be classified as descriptive research. Descriptive research concentrates on providing a systematic explanation of the facts obtained during the investigation.

RESULTS AND DISCUSSION

By conducting an in-depth examination of the issues related to the declining trend in employee job satisfaction, particularly from the perspectives of the work environment, workload, and compensation, a clear framework of thought is essential for this research. It is anticipated that these three factors will exert a direct influence and have the potential to enhance job satisfaction. The correlation of influence among these variables can be illustrated as follows.



Source: Research Results

Figure 1. Conceptual Framework

According to prior research by Putra et al (2023), it is asserted that the influence of compensation is significant on performance, whereby fluctuations in Job Satisfaction—either an increase or a decrease—do not correspondingly elevate or diminish compensation as a means to affect employee performance. Furthermore, the work environment has a positive impact on employee performance, with Job Satisfaction serving as an intervening variable. This implies that when Job Satisfaction rises, it subsequently enhances the quality of the work environment, thereby improving employee performance. This perspective is consistent with the findings of Sitorus and Siagian. (2023), who indicate that their research demonstrates a significant simultaneous effect of both the work environment and compensation on employee Job Satisfaction.

According to previous research conducted by Santosa et al ((2019), compensation and the work environment positively impact employee job satisfaction, although there is a need for improvement and enhancement. The compensation provided by the company to employees, which includes both financial and non-financial elements that adhere to government standards, will have a significant effect on job satisfaction. Consequently, when employees experience job satisfaction, it will lead to a positive trend in the company's performance. Job satisfaction will motivate employees to work more enthusiastically and foster high loyalty in executing their duties. Furthermore, a conducive work environment that is safe, healthy, and comfortable will enable employees to perform their tasks effectively, aligning with the views of Al-Omari & Okasheh as cited in (Lie & Yanuar, 2024). Compensation that meets employee expectations, along with a favourable work environment, significantly enhances employee satisfaction within the organization, which in turn has a substantial impact on the organization's objectives. In the study by Susanti et al. (2021), it was found that, simultaneously, the work environment, compensation, work discipline, workload, and work-life balance exhibit a positive and significant influence collectively on employee job satisfaction. A safe and comfortable work environment plays a crucial role in fostering job satisfaction, while fair compensation received from the company, strong work discipline, effective workload management, and the establishment of a work-life balance are factors that contribute to employee job satisfaction.

Research that aligns with previous studies includes the work of Rismayanti et al. (2024), which indicates that the work environment, compensation, and workload significantly influence job satisfaction. Every individual in the workforce requires a comfortable and safe working atmosphere; this is linked to the necessity of conditioning the work environment to foster a pleasant and conducive atmosphere. Consequently, employees will experience satisfaction with their working conditions. This is connected to compensation, which plays a crucial role in providing job satisfaction to employees. The impact on the organization is favourable when the compensation meets employees' expectations. Conversely, excessive workload can lead to fatigue, boredom, and indiscipline among employees; therefore, workload should ideally be managed effectively to achieve a balanced composition of work. According to the research conducted by Dhinda Lusiana Yusuf et al. (2022), the findings indicate that the financial compensation variable has a partial effect on job satisfaction. Further results from the testing demonstrate that the workload variable does not have a significant effect on employee job satisfaction. In terms of the Physical Work Environment variable, the testing results indicate a partial influence on employee job satisfaction; however, simultaneously, all three variables collectively affect job satisfaction.

The findings of prior research are reinforced by the theory posited in the study by Wulandari Wulandari, Dhiva et al. (2023), which suggests that the Work Environment positively and significantly affects employee job satisfaction, while Compensation also positively and significantly influences job satisfaction. In contrast, Workload does not exert a positive and significant effect on employee job satisfaction. Both Compensation and Workload, when considered together, have a significant impact on employee job satisfaction. Aishy et al. (2023) Elaborate that based on data analysis and hypothesis testing conducted, Compensation

and the work environment collectively have a positive and significant effect on enhancing employee job satisfaction. Furthermore, compensation positively and significantly contributes to the improvement of employee job satisfaction, while the work environment also has a positive and significant effect on enhancing employee job satisfaction. This is attributed to the organization's management adequately considering the enhancement of job satisfaction by policies regarding direct and indirect compensation, as well as policies related to the work environment, thereby motivating employees to exert their full capabilities to achieve the company's objectives.

In the research conducted by Sugiyo (2023), which examines only three variables, it was found that workload hurts job satisfaction. This indicates that the greater the workload experienced by employees, the lower their job satisfaction tends to be. This finding should serve as a point of concern for companies, prompting them to assign tasks that align more closely with the individual skills and competencies of each employee. Additionally, compensation has a positive effect on job satisfaction, suggesting that the more appropriate the compensation provided by the company, the higher the level of job satisfaction experienced by employees. Given that excessive workloads can lead to dissatisfaction among employees, companies should ensure a balanced work composition for their staff, thereby fostering a harmonious work-life balance. Leadership, compensation and the work environment significantly influence job satisfaction. Brenda, Justin, and Yusianto (2023) illustrate that effective leadership positively affects the organization, creating a favourable trend within the work environment. Moreover, a positive work environment is characterised by supervisors who motivate employees, make sound decisions, and demonstrate fairness and accountability towards their subordinates, thereby fostering trust between employees and their superiors. Furthermore, compensation is a determining factor for positive job satisfaction, provided it meets employee expectations.

The analysis conducted by Lumunon et al. (2019) reveals a significant influence of workload on job satisfaction, as the workload assigned aligns with employees' expectations. The company establishes workloads by mutually agreed working hours; in cases of overtime, which may extend up to three hours, employees receive overtime pay. For female employees whose jobs require them to work until 21:00, the company provides transportation home. These factors contribute to the significant influence of workload on job satisfaction.

This study is relevant to previous research conducted by Wulandari, Dhiva et al. (2023), Dhinda Lusiana Yusuf et al. (2022), Rismiyanti et al. (Rismayanti et al., 2024), and Lestari et al. (2023), all of which assert that the compensation variable has a positive effect on job satisfaction.

CONCLUSION

Based on previous research, the author concludes that an optimal work environment, characterised by a high level of safety and maintained comfort, has a significantly positive impact on employee job satisfaction. When the work environment is supportive, it directly contributes to an increase in the satisfaction experienced by employees, which in turn influences their performance. Various studies have demonstrated that a conducive and supportive work environment is crucial in encouraging employees to feel more satisfied with their work. Thus, creating a positive work atmosphere is beneficial not only for employees but also for the organization as a whole. Employees who feel comfortable and safe in the workplace are more likely to be motivated to perform at their best, thereby potentially enhancing productivity and work outcomes. Therefore, management needs to pay attention to aspects that can improve the quality of the work environment to foster a positive atmosphere for all employees.

Compensation, whether in the form of financial or non-financial rewards, plays a significant role in determining an employee's level of job satisfaction. When the compensation

provided aligns with the expectations and needs of employees, it positively impacts their job satisfaction. Furthermore, adequate compensation also contributes to enhancing employee loyalty towards the organization and motivates them to work harder. Numerous studies have indicated that fair and responsive compensation to employees' needs significantly influences overall job satisfaction. Employees who feel valued through appropriate compensation tend to experience higher levels of satisfaction, which in turn can reduce turnover rates and increase productivity. Therefore, organizations must consider various aspects when designing a compensation system that not only meets industry standards but also takes into account the desires and needs of employees. By understanding that compensation encompasses more than just salary, including various forms of recognition and reward, companies can create a more positive and productive work environment. In this context, organizations that effectively manage compensation will gain a significant competitive advantage in attracting and retaining top talent in the market.

Excessive workloads can have a detrimental impact on employee job satisfaction. When employees are faced with an unbalanced or overly heavy workload, they are likely to experience a decline in their satisfaction with the work they perform. This can lead to various issues, including decreased productivity, increased stress levels, and the potential for burnout. Therefore, companies need to manage workloads effectively and efficiently. By doing so, organizations can not only maintain employee job satisfaction but also create a better work environment. Additionally, providing a balanced workload will assist employees in achieving a balance between their professional and personal lives. Consequently, companies need to pay attention to this aspect to maximise overall employee performance and well-being.

Overall, research indicates that there is a significant interaction between these three variables. The work environment and compensation positively influence job satisfaction, while effective workload management is key to enhancing employee satisfaction. The author recommends focusing on improving the work environment and providing appropriate compensation while ensuring that workloads are managed effectively to achieve optimal performance outcomes.

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