

## **The Influence of Compensation, Work Environment and Motivation on Job Satisfaction at Medan Art Work**

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### **Abstract**

This study aims to examine the influence of compensation, work environment, and motivation on employee job satisfaction at Medan Art Work. This creative industry enterprise relies heavily on employee performance and innovation. The research employed a quantitative approach using a causal associative design. The population consisted of 118 employees, all of whom were selected as the research sample using a saturated sampling technique. Data were collected through a structured questionnaire utilizing a five-point Likert scale and analyzed using the SPSS statistical software to perform multiple linear regression. The findings revealed that compensation, work environment, and motivation each have a positive and significant effect on job satisfaction, both simultaneously and partially. The results highlight that financial rewards, a supportive physical and social work setting, and psychological drive are crucial components in enhancing job satisfaction in the creative sector. These findings support motivational theories, such as Herzberg's Two-Factor Theory, the Job Characteristics Model, and Self-Determination Theory. The study contributes to the theoretical understanding of job satisfaction in creative work environments and provides practical insights for human resource policies. Organizations in similar industries are encouraged to adopt integrated strategies that enhance employee satisfaction by aligning compensation, workplace conditions, and motivational programs.

**Keywords:** *Compensation; Work Environment; Motivation; Job Satisfaction.*

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## **INTRODUCTION**

Job satisfaction is a crucial element in human resource management that directly contributes to achieving organizational goals. In the context of the creative industry, job satisfaction assumes even greater importance due to the sector's demand for high productivity, sustained creativity, and resilience in the face of time pressure and fluctuating workloads. Low job satisfaction can lead to decreased motivation, high employee turnover, and a decline in work quality, ultimately affecting overall organizational performance (Robbins & Judge, 2019). In creative companies, operational success depends heavily on the presence of high-quality human resources, making attention to job satisfaction a strategic necessity. Job satisfaction not only reflects employees' psychological condition but also serves as a

vital indicator for evaluating the effectiveness of an organization's human resource management system (Rizal & Samiyah, 2025). One company operating in this sector is Medan Art Work, a business offering visual design services, digital content production, and printing. This company relies heavily on optimal employee performance to maintain service quality and business reputation. However, preliminary observations have revealed signs of declining job satisfaction among employees, as evidenced by high rates of tardiness, complaints about excessive workload, and a decrease in work enthusiasm. If left unaddressed, these conditions may reduce productivity, weaken team morale, and negatively impact the quality of services delivered to clients.

Recent studies in Indonesia show that job satisfaction results from the complex interaction of several factors, particularly compensation, work environment, and motivation. Compensation has consistently shown a positive and significant influence on employee job satisfaction. Research by Rangkuti & Ernanda (2020) found that fair and proportional compensation enhances employee satisfaction and loyalty. Similarly, Riant & Krisnandi (2023) emphasized that alignment between rewards and individual contributions plays a critical role in forming positive perceptions of work, ultimately leading to increased job satisfaction. Meanwhile, the influence of the work environment on job satisfaction has yielded varied findings. Dhermawan et al. (2012) reported no significant impact, whereas Pranata (2021) revealed that a socially and psychologically supportive work environment can enhance employee motivation. Further studies by Dhani & Surya (2023) and Lawren & Ekawati (2023) indicated that both physical and non-physical aspects of the work environment positively influence job satisfaction, highlighting the importance of a harmonious and comfortable workplace. Additionally, work motivation is strongly related to job satisfaction. Research by Rangkuti & Ernanda (2020) and Wibowo et al. (2023) demonstrated that motivation—both as an independent variable and as a mediator—strengthens the impact of compensation and the work environment on job satisfaction. Pranata (2021) further found that effective leadership increases employee motivation, thereby promoting job satisfaction.

Although several previous studies have examined the influence of compensation, work environment, and motivation on job satisfaction, empirical and theoretical gaps remain that have not been fully addressed, especially in the context of medium-scale creative companies such as Medan Art Work. Most previous research has been conducted in the government, education, or large companies with rigid and bureaucratic organizational structures, which naturally have different work dynamics compared to creative companies that are more flexible and project-based. This raises the question of whether findings in such contexts can be fully generalized to creative organizations with unique job characteristics, work culture, and employee expectations. Additionally, from a theoretical perspective, some research findings indicate inconsistencies, particularly regarding the influence of the work environment on job satisfaction. For example, Dhermawan et al. (2012) did not find a significant influence of the work environment, while other studies have shown positive effects, both directly and through motivation (Pranata, 2021; Dhani & Surya, 2023). These differing results indicate that the relationship between variables can be contextual and influenced by organizational characteristics and employees' subjective perceptions of their work environment. This study offers novelty by simultaneously examining the influence of compensation, work environment, and

motivation on job satisfaction in the context of a medium-sized creative company, namely Medan Art Work, which has been rarely explored in academic studies.

Unlike previous studies, which were generally conducted in the public sector or large industries, this study focuses on the creative sector, characterized by a dynamic work structure, more informal work relationships, and high pressure for innovation. Another novelty lies in the integrative approach to the three main variables, as well as the effort to clarify the inconsistency of previous studies, particularly regarding the influence of the work environment on job satisfaction. Using a quantitative approach through multiple linear regression analysis, this study aims to determine the extent to which each variable influences employee job satisfaction both partially and simultaneously. The results of this study are expected to provide tangible contributions to human resource management in the creative sector, particularly in formulating strategic policies to enhance job satisfaction and, ultimately, overall organizational performance.

### Compensation

Compensation refers to the comprehensive package of rewards—both tangible and intangible—that employees receive in return for their work. This includes not only base salary and bonuses but also benefits, recognition, training opportunities, and career development programs. It plays a central role in influencing employee attitudes, behaviors, and levels of engagement within an organization. Aman-ullah et al. (2023) emphasize that compensation serves not only as a means of financial sustenance but also as a signal of appreciation, equity, and recognition from employers to employees. A well-structured compensation system can foster a positive psychological contract between employees and the organization, thereby reinforcing motivation and job satisfaction. In particular, when compensation is perceived as fair, transparent, and performance-based, it strengthens employees' sense of organizational justice and encourages them to invest more effort in their roles. Abugu (2025) further reinforces this perspective by stating that competitive compensation packages significantly influence employee retention and reduce turnover intention, particularly in knowledge-driven industries where skill shortages are prevalent. Employees who feel they are being compensated appropriately for their contributions are more likely to express organizational loyalty and long-term commitment. Compensation is not merely about matching market standards; it must also be aligned with employee expectations and values. When designed carefully, it enhances organizational attractiveness and becomes a source of sustained competitive advantage. This requires employers to go beyond transactional approaches and consider psychological dimensions such as perceived value, motivation, and emotional connection. Therefore, compensation is not just a financial arrangement, but a strategic mechanism that creates alignment between employee goals and organizational objectives, ultimately driving satisfaction, performance, and retention.

The positive influence of compensation on job satisfaction is extensively supported by empirical research, which highlights both its direct and indirect effects on employee performance and retention. Li et al. (2023) found that employees who report high satisfaction with their total rewards—comprising both financial incentives and intrinsic benefits demonstrate stronger levels of engagement, productivity, and affective commitment to their organizations. This finding supports

the view that compensation must be approached from a holistic perspective, where not only salary and bonuses, but also career growth, recognition, and work-life balance, are considered essential components. Stirpe et al. (2022) note that employee performance is significantly influenced by their level of satisfaction with the reward systems in place, and dissatisfaction with compensation often leads to reduced effort and lower organizational citizenship behavior. Meanwhile, HakemZadeh et al. (2021) highlight the psychological alignment between organizational compensation strategies and individual preferences, demonstrating that such alignment enhances job satisfaction and reduces workplace conflict. These studies suggest that compensation serves not only as an economic exchange but also as a psychological reinforcement of value, fairness, and a sense of belonging. Additionally, Idris et al. (2020) identify the mediating role of job satisfaction in linking compensation to performance outcomes. Their study, conducted in Indonesian higher education, reveals that when employees feel satisfied with their compensation, it activates intrinsic motivation, which in turn fosters better work outcomes.

### Work environment

The work environment refers to the physical, psychological, and social conditions in which employees perform their duties and interact with one another and the organization. It encompasses elements such as workspace layout, lighting, ventilation, interpersonal dynamics, leadership support, and organizational culture. A conducive work environment not only supports employees in carrying out their tasks effectively but also enhances their job satisfaction and psychological well-being. As Suifan (2019) asserts, a well-structured and supportive work environment serves as a foundation for increased motivation and productivity, especially when employees feel physically secure and emotionally valued in their workplace. The physical components—such as lighting, ergonomics, noise control, and safety measures—form the baseline for physical comfort, but the psychosocial dimensions—such as clarity in job roles, supervisor support, and opportunities for open communication—play an equally significant role in fostering employee engagement. Wularsih & Octafian (2024) highlight the importance of a psychologically safe environment, where employees can express ideas without fear of negative consequences, as a determinant of institutional loyalty and satisfaction. Their findings reinforce the notion that work environment design must extend beyond aesthetics and functionality; it must support interpersonal trust and emotional security.

Further studies also emphasize the importance of the physical and emotional environment as interdependent factors that contribute to employee satisfaction. For example, Kanti & Purnomo (2024) emphasize that among Indonesian manufacturing workers, satisfaction is significantly influenced by both physical factors, such as workstation comfort and noise levels, and psychological aspects, including the quality of coworker relationships and managerial fairness. These findings align with the research of Nor (2025), who demonstrates that an unfavorable work environment often leads to demotivation and reduced performance, particularly in public sector institutions. Moreover, Bernuzzi et al. (2023) argue that role clarity and supervisor responsiveness have become even more critical in the context of remote and hybrid work environments, as ambiguity and lack of guidance tend to increase employee stress. Their study reveals that clear expectations, regular feedback, and emotional

support from leaders have a direct impact on job satisfaction, even when physical presence is limited. Additionally, Reyne-Pugh et al. (2020) examine the influence of physical work conditions in office settings and conclude that factors like noise, lighting, and spatial arrangements substantially affect comfort levels and, consequently, satisfaction. The relationship between the work environment and job satisfaction is also mediated by the extent to which employees perceive their working conditions as equitable and supportive. This suggests that investing in work environment quality – both in infrastructure and in managerial practices – is essential for sustaining workforce morale and productivity. As demonstrated by empirical evidence across various sectors, the work environment serves not only as a backdrop for organizational activity but also as an active and dynamic contributor to individual and organizational success.

### Motivation

Motivation is defined as the internal psychological process that initiates, directs, and sustains goal-oriented behavior in individuals. It serves as the driving force behind why individuals choose to engage in certain activities, persist through challenges, and exert effort to achieve specific outcomes. Within organizational settings, motivation is often categorized into two primary types: intrinsic motivation, which stems from personal satisfaction, curiosity, and interest in the task itself, and extrinsic motivation, which is driven by external rewards such as salaries, promotions, or recognition. According to Ryan & Deci (2020), the Self-Determination Theory (SDT) posits that individuals are optimally motivated when their psychological needs for autonomy, competence, and relatedness are fulfilled. This framework offers a nuanced understanding of how various forms of motivation interact to influence performance, engagement, and overall well-being in the workplace. Complementing this perspective, Zhang et al. (2025) emphasize the importance of cultural context in shaping the relative influence of intrinsic and extrinsic motivational drivers, demonstrating that motivation is not a static force but rather varies according to personal values and organizational culture. In line with this, Schmid & Dowling (2022) emphasize that in the evolving landscape of "new work" environments – marked by digitalization and remote collaboration – motivation strategies must adapt to maintain high levels of engagement and satisfaction. Their study suggests that technologically enabled workspaces offer new avenues for autonomy and self-direction, which can reinforce intrinsic motivation when supported by appropriate organizational policies.

Motivation also plays a critical mediating role in translating organizational resources into employee outcomes such as job satisfaction, commitment, and productivity. Ali et al. (2022) found that elements such as supervisor support, role clarity, and a psychologically safe environment are key antecedents to motivation in academic workplaces. These environmental factors create a space in which employees feel empowered to express ideas, take initiative, and remain resilient in the face of setbacks. Moreover, motivational alignment with organizational policies is crucial. As Stockkamp et al. (2023) argue, when there is a congruence between individual motivational preferences and organizational practices – such as flexible work arrangements, fair evaluations, or meaningful rewards – employees experience higher levels of intrinsic motivation and long-term engagement. This alignment is critical in contexts where motivation is required to sustain performance under

dynamic or uncertain conditions. In addition, Shkoler & Kimura (2020) underscore the direct influence of motivation on work investment and job engagement. Their research suggests that highly motivated employees are more likely to immerse themselves in tasks, show persistence, and actively contribute to team objectives. These behaviors are not only critical for individual success but also contribute to the organization's overall effectiveness and adaptability.

### Job satisfaction

Job satisfaction refers to an individual's overall emotional response and evaluative judgment toward their job, encompassing various aspects such as work tasks, compensation, relationships, and working conditions. It represents a critical psychological state that significantly influences employee motivation, productivity, retention, and overall organizational health. According to Gazi et al. (2024), job satisfaction plays a crucial role in shaping positive job behaviors, including improved performance, reduced absenteeism, and increased organizational commitment. Their study in industrial settings revealed that satisfied employees are more likely to invest discretionary effort into their roles, often exceeding formal job expectations. This highlights that job satisfaction is not merely a passive feeling but a predictor of active, positive workplace behaviors. Similarly, Lechevalier & Mofakhami (2025) emphasize the influence of digital transformation on job satisfaction, arguing that the nature of tasks, level of autonomy, and technological adaptation significantly impact employees' satisfaction in digitally evolving work environments. In this context, job satisfaction is not a fixed attribute but one that evolves in response to technological and structural changes. Furthermore, Reyne-Pugh et al. (2020) investigate how physical elements in the work environment—such as lighting, acoustics, and office design—impact comfort and satisfaction, noting that even minor environmental improvements can lead to improved morale and performance.

The dynamic and sometimes transient nature of job satisfaction has also attracted growing scholarly interest, particularly in sectors characterized by rapid innovation and change. Job satisfaction in the IT sector can fluctuate significantly over time, influenced by shifting workloads, project outcomes, and managerial practices (Ling et al., 2018). This research highlights the importance of organizations consistently monitoring and adapting to the evolving factors that impact employee satisfaction. Moreover, the role of incentives—both financial and non-financial—continues to be a prominent determinant of satisfaction. Islam (2025) found that while monetary rewards provide short-term boosts in satisfaction, non-financial factors such as recognition, career advancement opportunities, and supportive supervision have a more sustainable impact on overall job attitudes. This finding suggests that a balanced incentive strategy is necessary to maintain employee satisfaction across diverse demographics and work contexts. Adding a social dimension to the discussion, the study by Joutard et al. (2025) investigates job satisfaction within social enterprises. It concludes that organizational purpose and alignment with social values significantly contribute to satisfaction, particularly among mission-driven employees. Their research suggests that in values-based organizations, psychological fulfillment can be a stronger driver of satisfaction than traditional job features. Together, these studies demonstrate that job satisfaction is not a singular outcome, but rather the product of a complex interaction among work design, leadership, organizational values, and individual expectations.

Consequently, efforts to improve job satisfaction must be multifaceted, continuous, and tailored to the evolving needs of the workforce.

## METHODOLOGY

This study employed a quantitative approach with a causal associative research design, aiming to examine the extent of the relationship and influence of compensation, work environment, and motivation on job satisfaction. The causal and associative nature of the study aligns with its research objective of testing hypotheses regarding the direct and measurable impact of the independent variables on the dependent variable. A survey method was utilized to collect primary data, and the entire process was designed to yield statistically analyzable findings that provide empirical evidence regarding the research problem. The population of this study consisted of all permanent employees currently working at Medan Art Work. Considering the relatively small and accessible population size, a saturated sampling technique was applied. This means that the entire population was included as research respondents. The use of this technique ensured that the data captured a comprehensive and accurate representation of the actual working conditions and employee perceptions within the company. This approach enhanced the validity of the study and minimized the risk of sampling error.

Data collection was conducted through a structured, closed-ended questionnaire. The questionnaire items were developed based on established theoretical indicators of each research variable—compensation, work environment, motivation, and job satisfaction. Each item was measured using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." This scale was chosen for its reliability in quantitatively capturing respondents' attitudes and perceptions. During data collection, the researcher was directly involved in distributing and retrieving questionnaires, providing clarification to respondents as needed, and thereby reducing the potential for interpretation bias. The entire data collection process was conducted at Medan Art Work's workplace over a two-week period, which also included supporting field observations to enrich the interpretation of the results. The collected data were analyzed using multiple linear regression analysis, which allowed the researcher to assess both the simultaneous and partial effects of the independent variables on job satisfaction. Prior to the primary analysis, a series of classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity, to ensure the data met the necessary conditions for regression modeling. The F-test was applied to determine the simultaneous significance of all independent variables, while the t-test assessed the partial significance of each independent variable individually. Furthermore, the coefficient of determination ( $R^2$ ) was calculated to measure the proportion of variation in job satisfaction that could be explained collectively by compensation, work environment, and motivation. All statistical analyses were conducted using SPSS software (latest version) to ensure accuracy and reliability in data processing and interpretation. Notably, the study did not utilize laboratory equipment or specialized materials, as the research was based entirely on social inquiry and quantitative survey techniques.

## RESULTS AND DISCUSSION

### Structural Model Testing Results

#### Validity Test and Reliability Assessment

**Table 1. Combined Results of Validity and Reliability Tests**

No.	Variable	Item	Corrected Item-Total Correlation	r Table	Validity Result	Cronbach's Alpha	Reliability Result
1	Job Satisfaction	Y_1	0.640	0.182	Valid	0.736	Reliable
2		Y_2	0.461	0.182	Valid		
3		Y_3	0.673	0.182	Valid		
4		Y_4	0.720	0.182	Valid		
5		Y_5	0.739	0.182	Valid		
6		Y_7	0.498	0.182	Valid		
7		Y_8	0.316	0.182	Valid		
8		Y_9	0.345	0.182	Valid		
9		Y_10	0.301	0.182	Valid		
10	Compensation	X1_1	0.726	0.182	Valid	0.753	Reliable
11		X1_2	0.661	0.182	Valid		
12		X1_3	0.775	0.182	Valid		
13	Work Environment	X2_1	0.644	0.182	Valid	0.610	Reliable
14		X2_2	0.634	0.182	Valid		
15		X2_3	0.643	0.182	Valid		
16		X2_4	0.554	0.182	Valid		
17		X2_5	0.441	0.182	Valid		
18		X2_6	0.335	0.182	Valid		
19		X2_7	0.187	0.182	Valid		
20	Motivation	X3_1	0.371	0.182	Valid	0.727	Reliable
21		X3_2	0.454	0.182	Valid		
22		X3_3	0.492	0.182	Valid		
23		X3_4	0.474	0.182	Valid		
24		X3_5	0.412	0.182	Valid		
25		X3_6	0.184	0.182	Valid		
26		X3_7	0.528	0.182	Valid		
27		X3_8	0.403	0.182	Valid		
28		X3_9	0.327	0.182	Valid		

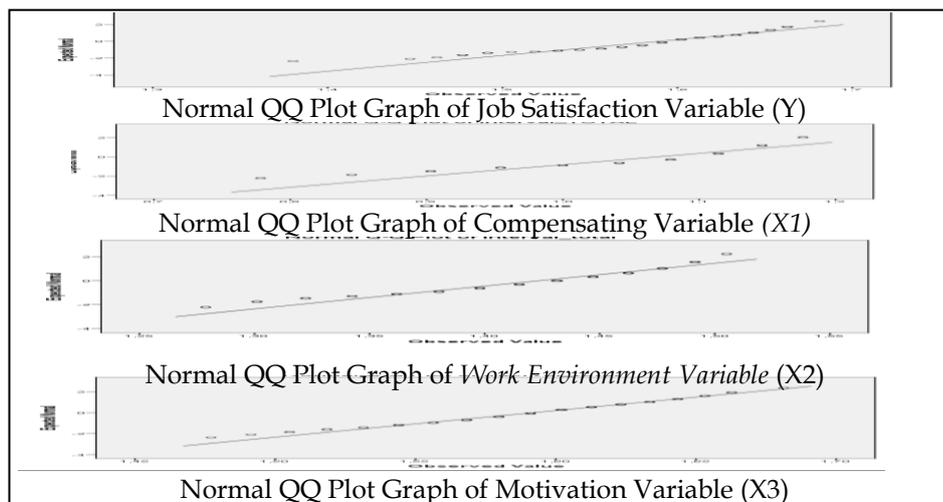
*Source: Results of processing the SPSS program*

Based on Table 1, the validity test was conducted on 10 items of statements related to the job satisfaction variable (Y). The results showed that Item Y\_6 had a corrected item-total correlation value of 0.152, which is below the r table value of 0.182 at the 5% significance level. Therefore, this item is considered invalid and should be either removed or revised, as it does not correlate significantly with the total score of the scale. On the other hand, nine items have corrected item-total correlation values above 0.182, indicating a significant correlation with the total score. Thus, these items are deemed valid and can be used as practical measuring tools in the subsequent analysis. This is consistent with standard psychometric criteria, where a corrected item-total correlation above the critical r value implies item validity.

The results of the reliability test, using Cronbach's Alpha, indicate that the job satisfaction variable has an alpha value of 0.736, which exceeds the minimum acceptable threshold of 0.60. This confirms that the measurement instrument for job satisfaction is reliable, meaning it consistently measures the intended construct. Therefore, based on both validity and reliability test results, the refined instrument, which includes nine valid items for the job satisfaction variable, is appropriate for further analysis in this study.

### Normality Test

Based on the results of normality testing using the SPSS program for all variables, it can be seen in Figure 1:



**Figure 1. Normal QQ Plot Graph of Research Variables**

The graph shows that the data points are spread around the diagonal line and follow its direction. Thus, it can be concluded that the regression model for all variables meets the assumption of normality.

### Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. A good regression model should not correlate with the independent variables. According to Siswono (2007, p. 98), if the Variance Inflation Factor (VIF) value in the regression model exceeds 5, then the variable has a multicollinearity problem with other independent variables. According to the calculation results, it is evident that all VIF values of the independent variables in this study remain below 5. Therefore, it can be concluded that the data in this study do not exhibit multicollinearity, allowing the data to be used in further tests.

**Table 2. Multicollinearity Test Results**

Variables	Coefficients <sup>a</sup>	
	Collinearity Statistics	
	Tolerance	VIF
Compensation	.990	1,010
Work environment	.995	1.005
Motivation	.986	1,014

*Source: Data Processing Results with SPSS*

### Heteroscedasticity Test

The decision-making method in the heteroscedasticity test is Spearman's rho. If the significance value between the independent variables and the residual value is greater than 0.05, then there is no heteroscedasticity problem.

**Table 3. Heteroscedasticity Test Results**

Correlations <sup>a</sup>		
Variable	Residual Value	Standard Value
Compensation	0.623	0.05
Work environment	0.435	0.05
Motivation	0.649	0.05

*Source: Data Processing Results with SPSS*

From the calculation results, it can be seen that the residual value of the three independent variables is greater than 0.05, indicating that there is no heteroscedasticity problem between the independent variables in the study.

### Multiple Regression Analysis Test Results

Regression analysis is used to determine the magnitude of the influence of compensation, Work Environment, and motivation on job satisfaction. The results of data processing using SPSS are shown in the following table.

**Table 4. Multiple Regression Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	28,021	6,629			
1	Compensation	,197	,178	,104	4,102	,000
	Work environment	,104	,137	,071	2,756	,003
	Motivation	,113	,120	,089	2,944	,002

*Source: Data Processing Results with SPSS*

From the results of multiple regression using the SPSS program, the multiple regression equation can be created as follows:

$$Y = \alpha + b1X1 + b2X2 + b3X3 + e$$

$$Y = 28,021 + 0.197X1 + 0.104X2 + 0.113X3 + e$$

From the multiple regression equation, it can be seen that:

The constant of 28.021 indicates that if there is no change in Compensation (X1), Work Environment (X2), or Motivation (X3), then the employee's job satisfaction is 28.021 score units. The compensation coefficient value (X1) of 0.197 indicates that if the compensation variable increases by one score unit, the job satisfaction variable also increases by 0.197 score units, assuming the work environment variable (X2) and motivation (X3) remain constant. The work environment coefficient value (X2) of 0.104 indicates that if the work environment variable increases by one score unit, the job satisfaction variable also increases by 0.104 score units, assuming the compensation variable (X1) and motivation (X3) remain constant.

The motivation coefficient value (X3) of 0.113 indicates that if the motivation variable increases by one score unit, the job satisfaction variable also increases by 0.113 score units, assuming a constant value for the compensation variable (X1) and work environment (X2).

#### Determinant Coefficient Test

To answer the influence of compensation variables (X1), work environment (X2), motivation (X3), together with job satisfaction (Y), namely using the following determination coefficient test:

**Table 5. Results of the Determinant Coefficient Test**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,162 <sup>a</sup>	,026	,000	4,490

a. Predictors: (Constant), Motivation, Work Environment, Compensation  
b. Dependent Variable: Job satisfaction

Source: Data Processing Results with SPSS

From Model Summary Table 5, it can be interpreted as follows: The R value of 0.162 indicates the level of association between the independent variables, Compensation, Work Environment, and Motivation. The coefficient on job satisfaction is 0.162, or 16.2%, while the rest is influenced by other variables outside the model that are not included in the research.

#### Hypothesis Testing

##### Simultaneous Hypothesis Testing (F Test)

The F-test is used to determine whether the independent variables collectively have a significant effect on the dependent variable. Alternatively, to determine whether the regression model can be used to predict the dependent variable.

**Table 6. Results of the F Test (Joint Test)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60,049	3	20,016	4,993	,004 <sup>b</sup>
	Residual	2238,125	111	20,163		
	Total	2298,174	114			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Motivation, Work Environment, Compensation

Based on Table 6, it can be seen that  $F = 4.993$ , which falls within the  $H_0$  test criteria if  $F \text{ count} \leq F \text{ Table}$ . Based on the results of the Table above, it can be seen that  $F \text{ count} = 4.993$  with the  $F \text{ Table}$  value of 2.686 at  $(\alpha) = 0.05$ , meaning  $F \text{ count}$  is greater than  $F \text{ Table}$  (4.993 is greater than 2.686). Thus, it can be concluded that there is a simultaneous influence between compensation, work environment, and motivation on job satisfaction.

#### Partial Hypothesis Test (t-Test)

##### Effect of Compensation on Job Satisfaction

The calculated t for the compensation variable (X1) on job satisfaction is 4.102, which means that the calculated t is greater than t Table (4.102 greater than dari

1.981), therefore  $t$  count greater than dari  $t$  Table, then  $H_1$  is accepted and  $H_0$  is rejected, meaning that there is a partial influence between the compensation variable and job satisfaction. Another calculation of this hypothesis test can also be seen from the significance value of  $t$  obtained; it is known that the significance value of compensation = 0.000 is smaller than the value ( $\alpha$ ) = 0.05, which means that the Compensation variable has a significant effect on the job satisfaction variable.

#### The Influence of Work Environment on Job Satisfaction

The calculated  $t$  for the work environment variable ( $X_2$ ) on job satisfaction is 2.756, which means that the calculated  $t$  is greater than  $t$  Table (2, 756 greater than dari 1.981), therefore  $t$  count greater than dari  $t$  Table, then  $H_1$  is accepted and  $H_0$  is rejected, meaning that there is a partial influence between work environment variables and job satisfaction. Another calculation of this hypothesis test can also be seen from the significance value of  $t$  obtained; it is known that the significance value of the work environment = 0.003 is smaller than the value ( $\alpha$ ) = 0.05, which means that the work environment variable has a significant effect on the job satisfaction variable.

#### The Influence of Motivation on Job Satisfaction

The calculated  $t$  for the Motivation variable ( $X_3$ ) on job satisfaction is 2.944, which means that the calculated  $t$  is greater than  $t$  Table (2.944 is greater than 1.981), therefore  $t$  count greater than dari  $t$  Table then  $H_1$  is accepted and  $H_0$  is rejected, meaning that there is a partial influence between the motivation variable and job satisfaction. Another calculation of this hypothesis test can also be seen from the significance value of  $t$  obtained; it is known that the significance value of competence = 0.003 is smaller than the value ( $\alpha$ ) = 0.05, which means that the motivation variable has a significant influence on job satisfaction variables.

### *Discussion*

#### The Influence of Compensation on Job Satisfaction

The findings of this study suggest that compensation has a positive impact on employee job satisfaction. This relationship suggests that employees who perceive their compensation as fair, adequate, and reflective of their efforts are more likely to experience higher levels of job satisfaction. This aligns with fundamental theories in organizational behavior and human resource management, which position compensation as a critical extrinsic motivator in shaping job-related attitudes and performance. Compensation, which encompasses both financial and non-financial rewards, plays a pivotal role in fulfilling employees' basic needs and reinforcing their sense of value within the organization. This finding is consistent with Herzberg's Two-Factor Theory (Herzberg, 1968), which identifies salary and other financial benefits as hygiene factors that, when unmet, can lead to dissatisfaction, but when adequately provided, contribute to job satisfaction indirectly. While Herzberg emphasizes that true satisfaction is often driven by intrinsic factors, such as achievement and recognition, he acknowledges that extrinsic rewards, like compensation, are essential in preventing dissatisfaction and creating a baseline for employee contentment. In a similar vein, Equity Theory posits that employees evaluate the fairness of their compensation by comparing it to the rewards received by others in similar roles. When this comparison results in perceived equity,

employees are more likely to demonstrate higher levels of satisfaction and engagement.

The results of this study also align with findings from earlier empirical research. For example, Rangkuti & Ernanda (2020) found that fair and proportional compensation significantly enhances employees' satisfaction and loyalty. Their study emphasized that employees are more motivated and feel a more substantial psychological commitment to their organization when they believe their contributions are appropriately compensated. Likewise, Riant & Krisnandi (2023) observed that alignment between job expectations and reward structures leads to a more positive perception of one's work environment, reinforcing the employee's emotional and professional attachment to their role. This further illustrates that compensation is not only a transactional factor but also a form of organizational communication that signals respect and appreciation. It is also important to acknowledge that compensation serves as a foundation for fulfilling other psychological needs. While it may not directly inspire creativity or innovation, it establishes a sense of security that enables employees to focus on higher-order goals, such as professional development and self-actualization. In this context, the role of compensation extends beyond immediate financial incentives; it shapes the overall work experience by influencing perceptions of fairness, organizational support, and long-term career viability. When comparing the present findings with other studies that examine multidimensional aspects of job satisfaction, it becomes evident that compensation consistently emerges as a key predictor. Although other factors, such as work environment and motivation, may play significant roles, the absence of adequate compensation often undermines the positive effects of these factors. The study by Wibowo et al. (2023), which explored the mediating role of motivation in the relationship between compensation and job satisfaction, reinforces this view. Their findings suggest that when compensation is perceived as fair and motivating, it enhances intrinsic factors, which in turn amplify job satisfaction.

### The Influence of Work Environment on Job Satisfaction

The findings of this study reveal that the work environment has a positive influence on employee job satisfaction. This suggests that when employees perceive their physical and psychosocial work settings as conducive and supportive, they tend to experience a stronger sense of well-being and fulfillment in their roles. A comfortable and harmonious work environment, encompassing both tangible factors such as workspace design, lighting, air quality, temperature, and safety, as well as intangible aspects like interpersonal relationships, leadership style, communication patterns, and organizational culture, contributes significantly to shaping employee attitudes, emotional stability, and engagement with their tasks. A positive work environment not only provides the basic conditions necessary for task execution but also fosters a sense of belonging, mutual respect, and psychological safety among employees. When employees feel physically safe and socially supported, they are more likely to exhibit proactive behaviors, show increased enthusiasm for their responsibilities, and demonstrate loyalty toward the organization. Furthermore, a supportive environment can reduce stress and burnout while enhancing collaboration and team dynamics, which are particularly crucial in settings that require creativity and continuous innovation, such as the creative industry. The role of supervisors and coworkers is also integral to the perception of a positive work

environment. Supportive leadership, fairness in workload distribution, opportunities for participation in decision-making, and recognition of effort all contribute to how employees interpret their workplace. When these elements are consistently present, employees tend to feel more valued and are more satisfied with their jobs. This psychological comfort reinforces emotional ties to the organization and encourages long-term commitment.

This finding aligns with the Job Characteristics Model (Hackman & Oldham, 1980), which posits that the work environment plays an essential role in determining how employees perceive and respond to their job tasks. According to the model, environmental elements—such as autonomy, feedback, and social support—are central to fostering psychological states like experienced meaningfulness and responsibility, which in turn lead to higher satisfaction. Furthermore, the Social Exchange Theory supports the notion that employees reciprocate positive treatment and favorable work conditions with greater satisfaction and commitment to the organization. The results are also consistent with Herzberg's Two-Factor Theory (Herzberg, 1968), which classifies environmental elements as hygiene factors. While these do not inherently increase motivation, the absence of a favorable work environment can lead to dissatisfaction. In this framework, a well-maintained and psychologically supportive environment prevents dissatisfaction and lays the foundation for other motivating factors to thrive. The positive association observed in this study suggests that when organizations provide a clean, safe, and socially cohesive workplace, employees are more likely to enjoy their work, feel valued, and become more engaged.

In comparison with previous research, the results of this study align with several empirical findings that underscore the importance of the work environment in enhancing job satisfaction. For instance, the study conducted by Dhani & Surya (2023) highlights that both physical and non-physical aspects of the work environment are positively related to job satisfaction. Their research emphasized that a balanced work setting, which includes ergonomic considerations and positive interpersonal dynamics, contributes to a more motivated and satisfied workforce. Similarly, Lawren & Ekawati (2023) found that employees working in supportive environments reported higher levels of job satisfaction and stronger emotional connections to their organization. Moreover, Pranata (2021) emphasized the psychological impact of the work environment on employee motivation, which is closely related to satisfaction. His findings suggested that a collaborative atmosphere, respect among colleagues, and strong leadership communication can significantly enhance an employee's desire to contribute effectively, thereby increasing satisfaction.

### The Influence of Motivation on Job Satisfaction

The findings of this study indicate that motivation has a positive influence on employee job satisfaction at Medan Art Work. This suggests that when both intrinsic and extrinsic motivational factors drive employees, they tend to cultivate a more positive outlook toward their job responsibilities and establish a deeper emotional bond with the organization. Motivation serves as a psychological force that energizes and directs behavior, enabling individuals to sustain their efforts over time and commit to achieving both personal and organizational objectives. Within the workplace setting, motivation is not only essential for initiating action but also for

maintaining consistent performance, especially in environments that demand creativity, discipline, and collaborative engagement. In this study, motivation is conceptualized through two principal dimensions. Intrinsic motivation refers to internal drivers such as the desire for self-improvement, enjoyment of the tasks performed, personal growth, autonomy, and the fulfillment derived from completing meaningful work. Employees who are intrinsically motivated are typically more self-directed and emotionally invested in their tasks, which enhances their sense of purpose and fulfillment. Meanwhile, extrinsic motivation is driven by external rewards such as salary increases, promotions, performance bonuses, praise, or formal recognition. These incentives serve as an acknowledgment of employees' contributions and reinforce their sense of worth within the organization. When both forms of motivation are effectively cultivated by management, employees are more likely to experience elevated morale, increased engagement, and a heightened sense of job satisfaction. At Medan Art Work, the presence of mechanisms that support recognition, career advancement, and skill utilization likely contributes to this outcome. In sum, motivation, when understood as a multifaceted construct, is essential for sustaining not only performance but also overall satisfaction and psychological well-being in the workplace.

The findings of this study indicate that motivation has a positive influence on employee job satisfaction at Medan Art Work. This suggests that when both intrinsic and extrinsic motivational factors drive employees, they tend to develop a more positive attitude toward their work and a stronger emotional connection to their organization. Motivation functions as an internal force that compels individuals to act, persist, and strive toward achieving personal and organizational goals. In the workplace context, motivated employees are more likely to display enthusiasm, perseverance, and a sense of purpose, all of which contribute to overall job satisfaction. Motivation in this study encompasses two key dimensions: intrinsic motivation, which includes elements such as personal growth, enjoyment of the task, and a sense of accomplishment; and extrinsic motivation, which involves external rewards, including promotions, recognition, and financial incentives. When an organization adequately addresses these motivational drivers, employees feel valued and engaged, resulting in higher levels of satisfaction. This relationship aligns with the Self-Determination Theory (Deci & Ryan, 1985), which emphasizes the importance of autonomy, competence, and relatedness as fundamental psychological needs. When these needs are met, individuals experience higher motivation and satisfaction in their roles. Herzberg's Two-Factor Theory (Herzberg, 1968) also supports the findings of this study, particularly about the role of motivator factors. According to Herzberg, factors such as achievement, recognition, responsibility, and opportunities for advancement are central to increasing job satisfaction. The presence of these elements within the workplace at Medan Art Work likely contributed to the positive influence of motivation observed in this study. Employees who perceive their work as meaningful and feel acknowledged for their contributions are more inclined to report satisfaction in their job roles.

These findings are consistent with prior empirical research. For instance, Rangkuti & Ernanda (2020) found that motivation plays a crucial role in enhancing employee satisfaction, especially when employees are provided with sufficient opportunities for skill development and recognition. Similarly, Wibowo et al. (2023) emphasized that motivation acts as a mediator that strengthens the relationship

between other organizational factors, such as compensation and work environment, and job satisfaction. Their study demonstrated that when employees are internally motivated, they are more likely to respond positively to external conditions, resulting in a more satisfying work experience. The role of leadership and organizational support is also relevant in fostering motivation. As noted by Pranata (2021), supportive leadership and clear communication have a significant influence on employee motivation levels, which in turn affect job satisfaction. Leaders who provide feedback, acknowledge individual efforts, and encourage participation in decision-making create an environment where employees feel empowered and motivated. At Medan Art Work, such practices may have reinforced a culture of mutual respect and motivation, further enhancing job satisfaction among team members. Although personal values and individual aspirations often influence motivation, the organizational context plays a vital role in shaping how motivation translates into satisfaction. When employees feel that their work contributes to a larger purpose, that they are growing professionally, and that their achievements are recognized, motivation is sustained and amplified. This favorable motivational climate contributes directly to job satisfaction, as confirmed by the responses gathered in this study.

## CONCLUSION

This study aimed to investigate the influence of compensation, work environment, and motivation on employee job satisfaction at Medan Art Work. Based on the data collected from respondents and the subsequent analysis, it can be concluded that all three variables –compensation, work environment, and motivation –collectively and individually contribute positively to job satisfaction. The research provides empirical evidence that employee satisfaction is not shaped by a single factor but rather by the synergy of financial, environmental, and psychological aspects within the organization. The study successfully addressed the research questions by offering a comprehensive understanding of how these variables function in the context of a medium-scale creative company.

The value of this research lies in both its academic contribution and its practical relevance. Scientifically, it reinforces and extends existing theoretical models, such as Herzberg's Two-Factor Theory, Self-Determination Theory, and the Job Characteristics Model, by applying them to a specific organizational context that has been understudied: the creative industry in Indonesia. In terms of originality, this study contributes a unique perspective by exploring job satisfaction in a dynamic, innovation-driven work environment, offering insights that are particularly useful for similar creative enterprises. Practically, the findings suggest that management should implement integrated strategies that balance fair compensation, a supportive work environment, and motivational initiatives. These elements should be aligned with employee expectations to enhance morale, performance, and organizational loyalty. Managers at Medan Art Work and similar firms can utilize these insights to craft HR policies that foster a more productive and satisfied workforce.

This study is not without limitations. First, the research was conducted within a single organization, which limits the generalizability of the findings to other sectors or larger companies. Second, the cross-sectional design restricts the ability to examine causal relationships over time. Future researchers are encouraged to conduct longitudinal studies across multiple organizations and industries to validate

and expand upon the current findings. Additionally, the inclusion of other variables, such as leadership style, organizational culture, and employee engagement, may provide a more comprehensive view of job satisfaction. It is also recommended that future studies explore qualitative approaches to capture deeper employee perceptions and motivations that may not be fully reflected in survey data. These directions will not only address the limitations of this study but also open avenues for more nuanced and context-specific understandings of employee satisfaction in evolving work environments.

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