

Analysis of the Influence of Compensation, Communication and Motivation on Job Satisfaction at PT Kepodang Makmur Sejahtera

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Abstract

This study aims to analyze the effect of compensation, communication, and motivation on employee job satisfaction at PT Kepodang Makmur Sejahtera. Job satisfaction is an important factor in increasing employee productivity, loyalty, and performance, especially in engineering service companies dominated by field workers. This study uses a quantitative approach with a survey method. Data were collected through questionnaires from 100 fitter employees who have worked for at least six months, with a saturated sampling technique. Data analysis was carried out using the classical assumption test and multiple linear regression with the help of SPSS software. The results showed that partially compensation had a positive and significant effect on job satisfaction ($\beta = 0.273$; $t = 1.996$; $\text{sig.} = 0.049$), communication had a positive and significant effect on job satisfaction ($\beta = 0.273$; $t = 2.495$; $\text{sig.} = 0.014$), and motivation had the most dominant effect on job satisfaction ($\beta = 0.388$; $t = 5.035$; $\text{sig.} = 0.000$). Simultaneously, compensation, communication, and motivation significantly influence employee job satisfaction ($F = 78.217$; $\text{sig.} = 0.000$). The coefficient of determination (Adjusted R^2) value of 0.701 indicates that 70.1% of the variation in job satisfaction can be explained by the three independent variables, while the rest is influenced by other factors outside the research model. This finding proves that fair compensation, effective communication, and high motivation are key factors in increasing employee job satisfaction. The results of this study are expected to be the basis for consideration by PT Kepodang Makmur Sejahtera management in formulating more effective and equitable human resource policies .

Introduction

In an environment of intense global competition, workforce quality is key to the competitiveness and performance of its staff. Modern HR management emphasizes the importance of job satisfaction, which, according to Afandi (2021), is a positive emotional response to work and the foundation for increased productivity and employee loyalty. Furthermore, previous research by Islamiyati and Banin (2022) indicates that compensation, communication, and motivation are three key factors proven to significantly influence job satisfaction levels. Nevertheless, various companies in Indonesia still face challenges in the form of staff dissatisfaction due to perceived unfair compensation, ineffective communication, and low motivation, which ultimately lead to high turnover and decreased performance quality .

This phenomenon of job dissatisfaction is also evident at PT Kepodang Makmur Sejahtera, an engineering services company that relies heavily on field workers such as welders,

fitters, and painters. Based on initial observations and internal company data, strong indications of job dissatisfaction were found, particularly among employees in fitter positions. Fitters perceived their compensation as relatively lower than that of welders and painters, even though the workload, risk level, and responsibility they assumed tended to be equal or even higher. This perception of compensation inequity has the potential to lead to decreased motivation, the emergence of horizontal conflict between employees, and a decline in overall work productivity. However, Hasibuan (2020) emphasized that fair and adequate compensation is one of the most determining factors in shaping employee job satisfaction.

In addition to compensation issues, communication and motivational aspects also exacerbate dissatisfaction at PT Kepodang Makmur Sejahtera. Ineffective communication between organizational levels leads to miscommunication regarding task allocation, performance standard setting, and job evaluation processes. Robbins and Judge (2021) emphasize that effective communication is a key element in maintaining work coordination and building harmonious working relationships. Furthermore, motivation, as explained by Afandi (2021), becomes difficult to develop when employees feel unfairly valued by the company. This situation indicates a managerial problem that requires systematic, data-driven analysis.

The focus of dissatisfaction that sparked this research is clarified through the following comparative data:

Table 1.1 Financial Data of PT Kepodang Makmur Sejahtera (Average Annual Wage)

Position/Title	Year			
	2021	2022	2023	2024
Welder	Rp. 18,000,000	Rp. 18,000,000	Rp. 20,000,000	Rp. 21,000,000
Fitter	Rp. 16,500,000	Rp. 17,700,000	Rp. 17,700,000	Rp. 18,500,000
Painter	Rp. 18,000,000	Rp. 18,000,000	Rp. 18,000,000	Rp. 19,500,000

The wage disparity shown in Table 1.1, where the average wage *for fitters* is consistently lower than that of *welders* and *painters* (even with a minimal increase between 2022 and 2023), is a more pressing issue. This situation not only has the potential to partially reduce job satisfaction *for fitters* but also disrupts the internal balance and fairness among other job positions. If left unaddressed without empirically based intervention, the risk of *turnover*, internal conflict, and a decline in the company's service quality will increase, making this a strategic issue that management needs to address immediately.

Although Compensation (X1), Communication (X2), and Motivation (X3) are theoretically recognized as the main determinants of Job Satisfaction (Y), a literature review reveals significant inconsistencies in empirical findings. For the Compensation variable, most studies, such as Dewi (2024) and Puspita and Sumartik (2023), found a positive and significant effect. However, several other studies reported different results, such as Nisa and Yunianto (2023) who found no significant effect, or Efendi and Yusuf (2021) who stated that compensation only had an indirect effect through motivation or performance. Similar inconsistencies also occurred for the Communication variable, where Hadiyatno's (2023) study showed a positive and significant effect, while Imbang et al. (2022) and Ramadhani (2021)

reported a negative or insignificant effect. The same thing was seen for Motivation; Although many studies report a positive and significant influence (Iskandar & Yusuf, 2022; Kiswanto et al., 2024), several other studies found motivation to be insignificant or to act more as a mediating variable (Ariani, 2023; Burhanudin et al., 2024). This diverse pattern of findings suggests that the influence of these three variables is strongly influenced by the organizational context, job characteristics, and work culture within each company.

Based on the inconsistencies in empirical findings, it is clear that research on the influence of Compensation, Communication, and Motivation on Job Satisfaction is highly dependent on the industrial sector and job characteristics studied. Most previous studies were conducted in the manufacturing, government, and education sectors, while research specifically focusing on field technical employees—such as welders, fitters, and painters—in engineering service companies is still very limited. Therefore, this study has novelty value because it attempts to fill the gap in the literature through a case study of PT Kepodang Makmur Sejahtera, an engineering service company with unique job characteristics and prominent internal compensation inequity issues. The findings of this study are expected to provide a more contextual empirical contribution to the HR management literature while offering practical, data-based recommendations to help company management improve compensation equity and employee job satisfaction.

From the background that has been described in detail, the formulation of the problem in this research is:

1. Does compensation have a significant effect on employee job satisfaction at PT Kepodang Makmur Sejahtera?
2. Does communication have a significant influence on employee job satisfaction at PT Kepodang Makmur Sejahtera?
3. Does motivation have a significant influence on employee job satisfaction at PT Kepodang Makmur Sejahtera ?
4. Which independent variable has the most significant influence on employee job satisfaction at PT Kepodang Makmur Sejahtera?

Based on the background description, the issue of compensation dissatisfaction among fitter employees at PT Kepodang Makmur Sejahtera indicates an internal wage inequality that requires further investigation. This issue is increasingly relevant because previous research on the influence of Compensation, Communication, and Motivation on Job Satisfaction has shown inconsistent results across various industrial contexts. This condition indicates that the influence of these three variables is highly dependent on company characteristics and the type of work. To address these empirical and practical needs, this study formulates four problem formulations that focus on testing the partial influence of each variable and identifying the most dominant variable. Thus, this study is considered important to provide more contextual findings for the company. Therefore, this study was raised with the title "Analysis of the Influence of Compensation, Communication, and Motivation on Job Satisfaction at PT Kepodang Makmur Sejahtera."

Research Framework

Based on the description of previous theories and research, the following is a chart framework of thought in this research:

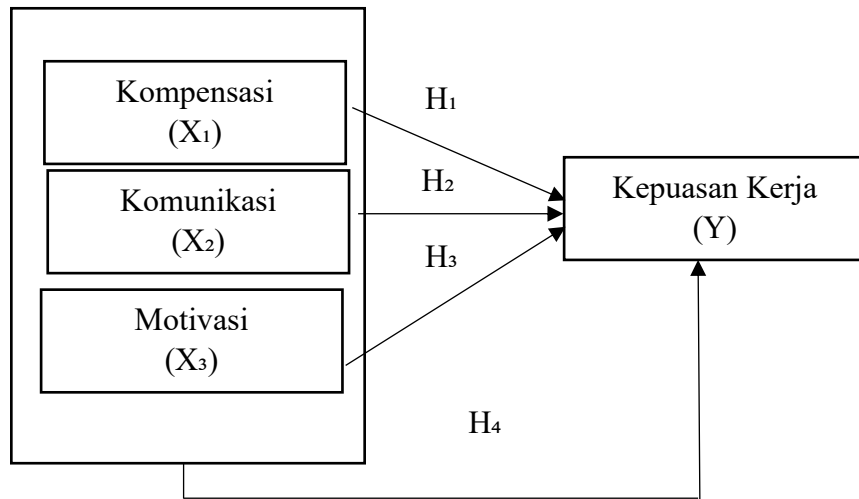


Figure 1 Framework of thinking

A hypothesis is an opinion or statement that is not yet proven to be true and must be tested first, as a provisional estimate or initial assumption. In this study, the research basis is based on the study theory and framework concept, so the hypothesis used is as follows.

H₁ : The Effect of Compensation on Job Satisfaction Compensation has a positive and significant effect on Employee Job Satisfaction at PT Kepodang Makmur Sejahtera.

H₂ : The Influence of Communication on Job Satisfaction Communication has a positive and significant influence on the Job Satisfaction of PT Kepodang Makmur Sejahtera Employees.

H₃ : The Influence of Motivation on Job Satisfaction Motivation has a positive and significant influence on the Job Satisfaction of PT Kepodang Makmur Sejahtera Employees.

H₄ : Simultaneous Influence (Compensation, Communication, and Motivation) on Job Satisfaction Compensation, Communication, and Motivation (simultaneously) have a positive and significant influence on Job Satisfaction of PT Kepodang Makmur Sejahtera Employees.

Research methods

This study used a quantitative approach with a survey method based on the philosophy of positivism. The objective was to examine the influence of compensation, communication, and motivation on employee job satisfaction through statistical analysis (Sugiyono, 2020). The study was conducted at PT Kepodang Makmur Sejahtera, located in Batam City, with employees in the fitter department as the subjects.

The population in this study was all fitter employees at PT Kepodang Makmur Sejahtera. Given the relatively small population, the sampling technique used was saturated sampling, where all members of the population were used as research samples.

The data used consisted of primary and secondary data. Primary data was obtained directly from respondents through questionnaires, while secondary data was obtained from books, scientific journals, and relevant company documents. The research instrument was a questionnaire containing statements related to compensation, communication, motivation, and job satisfaction. Each statement was measured using a 4-point Likert scale to avoid neutral answers.

Data processing was carried out through editing, coding, and tabulation, then analyzed using SPSS software. Prior to the regression analysis, the data were tested for quality through validity and reliability tests. Next, classical assumption tests were performed, including tests for normality, multicollinearity, and heteroscedasticity.

Data analysis used multiple linear regression to determine the effect of compensation, communication, and motivation on job satisfaction. Hypothesis testing was conducted using a t-test to determine partial effects, an F-test to determine simultaneous effects, and a coefficient of determination (R^2) to determine the model's ability to explain the dependent variable.

Results and Discussion

Data analysis

Item Instrument Test

1. Validity Test

Table 2. Validity Test Results

Variables	Rhitung	Rtable	Decision
Compensation (X1)			
K1	0.801	0.1966	Valid
K2	0.811	0.1966	Valid
K3	0.785	0.1966	Valid
Communication (X2)			
KK 1	0.699	0.1966	Valid
KK2	0.795	0.1966	Valid
KK3	0.759	0.1966	Valid
KK4	0.796	0.1966	Valid
KK5	0.733	0.1966	Valid
Motivation (X3)			
MK1	0.793	0.1966	Valid
MK2	0.787	0.1966	Valid
MK3	0.766	0.1966	Valid
MK4	0.728	0.1966	Valid
MK5	0.739	0.1966	Valid

MK6	0.751	0.1966	Valid
Job Satisfaction (Y)			
KPK1	0.757	0.1966	Valid
KPK2	0.746	0.1966	Valid
KPK3	0.780	0.1966	Valid
KPK4	0.712	0.1966	Valid
KPK5	0.834	0.1966	Valid

Source: SPSS Output, 2025

Referring to the table, variables (X_1), (X_2), (X_3), and (Y) have a calculated r value greater than the r_{table} (0.1966). In the Compensation variable, the three items obtained a high correlation value (0.785–0.811), indicating that statements related to wages, incentives, and benefits are able to describe the compensation construct accurately. The Communication variable also indicates strong validity in five indicators (0.699–0.796), so that items regarding openness, message regularity, participation, information quality, and technology utilization truly represent the concept of organizational communication. A similar thing happened in the Motivation variable, where six items (0.728–0.793) proved valid in measuring aspects of work motivation such as remuneration, working conditions, facilities, achievements, recognition, and job characteristics. In the Job Satisfaction variable, all indicators (0.712–0.834) also met the validity criteria, indicating that items regarding work, wages, promotions, supervisors, and coworkers have accurately described the level of staff satisfaction. Thus, all statements are valid and the testing process continues to the reliability stage.

2. Reliability Test

Table 3. Reliability Test

No	Variables	Cronbach's Alpha	Decision
1	Compensation (X_1)	0.707	Reliable
2	Communication (X_2)	0.811	Reliable
3	Motivation (X_3)	0.853	Reliable
4	Satisfaction Work (Y)	0.824	Reliable

Source: SPSS Output, 2025

The reliability results indicate each variable's Cronbach's Alpha where A value > 0.70 indicates a reliable instrument. The Compensation variable, for example, obtained a value of 0.707, indicating that the internal consistency of the item met the standard. The Communication variable had a value of 0.811, indicating an excellent level of reliability in measuring the intended construct. Furthermore, the Motivation variable recorded the highest value of 0.853, thus the instrument can be considered very stable and consistent. The Job Satisfaction variable, with a value of 0.824, also indicates that all questions in this variable have proven robust and are ready for further analysis, including regression.

3. Descriptive Statistics

Table 4. Respondent Descriptives

Variables	Category	Frequencies	Percent	Valid Percent	Cumulative Percent
Gender	Man	71	71.0	71.0	71.0
	Woman	29	29.0	29.0	100.0
	Total	100	100.0	100.0	100.0
Length of work	6–12 Months	11	11.0	11.0	11.0
	1–2 Years	21	21.0	21.0	32.0
	>2 Years	68	68.0	68.0	100.0
	Total	100	100.0	100.0	100.0
Last education	JUNIOR HIGH SCHOOL	9	9.0	9.0	9.0
	SENIOR HIGH SCHOOL	91	91.0	91.0	100.0
	Total	100	100.0	100.0	100.0

Source: SPSS Output, 2025

Based on respondents, the majority of staff are male (71%), while only 29% are female. This composition indicates that the company's workforce is indeed dominated by men. according to character technical field work.

Reviewed from aspect long Work, part big respondents, that is 68 percent, own work experience of more than two years, which reflects a fairly high level of work experience. As many as 21 percent have had work experience Work between 1–2 years, and 11 percent are on span of 6–12 months, so it can be concluded that the majority of staff have been working for quite a long time and understand operational conditions company.

Meanwhile, in terms of educational attainment, 91 percent of staff are high school graduates, while 9 percent are junior high school graduates. Therefore, jobs at the company require more technical skills than higher formal education. Overall, these respondent characteristics suggest that the company is dominated by male employees with long tenure and secondary education, which may influence their perceptions of compensation. communication, motivation, and satisfaction work in this research.

Table 5. Descriptive Research Variables

Variables	N	Minimum	Maximum	Mean	Standard Deviation
Compensation	100	4.00	12.00	9.6700	1.79818
Communication	100	5.00	20.00	16.1300	2.71045
Motivation	100	11.00	24.00	19.2800	3.19115
Job satisfaction	100	6.00	20.00	16.3300	2.70075
Valid N	100				

Source: SPSS Output, 2025

The descriptive analysis of 100 respondents indicates that the Compensation variable has a mean of 9.67 with a standard deviation of 1.79. This value indicates that staff perceptions of compensation are high and relatively consistent, as the data distribution is not too large. The minimum value of 4.00 and the maximum value of 12.00 also indicate variation in perceptions among respondents, although not significant. extreme.

The Communication variable has a mean of 16.13 and a standard deviation of 2.71. This indicates that the quality of communication in the work environment is considered good by employees. part staff, although there is a wider variation in perceptions than compensation, as seen from the minimum value range of 5.00 to a maximum of 20.00. For the Motivation variable, the mean was 19.28 and the standard deviation was 3.19. This average indicates that staff motivation is at a high level, but the spread is quite large so that there are differences in motivation levels between individuals. The minimum value of 11.00 to a maximum of 24.00 reflects this heterogeneity. The Job Satisfaction variable has a mean of 16.33 and a standard deviation of 2.70. Therefore, it indicates that staff job satisfaction is classified as high with moderate variation, a score of 6.00-20.00 .

Overall, the four variables indicate a fairly high average value, indicating that (X₁), (X₂), and (X₃) are proven to critically influence (Y) at a good level. company, although still there is variation perception between staff Which worthy noticed by management.

Classical Assumption Test

1. Normality Test

Table 6. Results of the Normality Test (Kolmogorov–Smirnov Test)

Table 8.7 Normality Test Results

Variables	N	Mean	Standard Deviation	KS	Asymp. Sig. (2-tailed)	Information
Unstandardized Residual	100	0.0000000	1.45524156	0.084	0.076	Normally distributed data

Source: SPSS Output, 2025

Test on indicates mark sig. $0.076 > 0.05$, so data residual distributed normal. Assuming normality is met, the multiple regression model is ready to be used for hypothesis testing .

2. Multicollinearity Test

Table 7. Multicollinearity Test Results

Variables	Tolerance	VIF	Information
Compensation (X1)	0.366	2,731	There is no multicollinearity
Communication (X2)	0.250	3,999	There is no multicollinearity
Motivation (X3)	0.364	2,744	There is no multicollinearity

Source: SPSS Output, 2025

Based on Table 7, the multicollinearity test indicates: X₁ (Compensation) Tolerance 0.366 & VIF 2,731; X₂ (Communication) Tolerance 0.250 & VIF 3,999; X₃ (Motivation) Tolerance 0.364 & VIF 2,744. All Tolerance > 0.10 And VIF < 10, so that No There is problem multicollinearity and each independent variable is suitable for use in multiple regression .

3. Heteroscedasticity Test

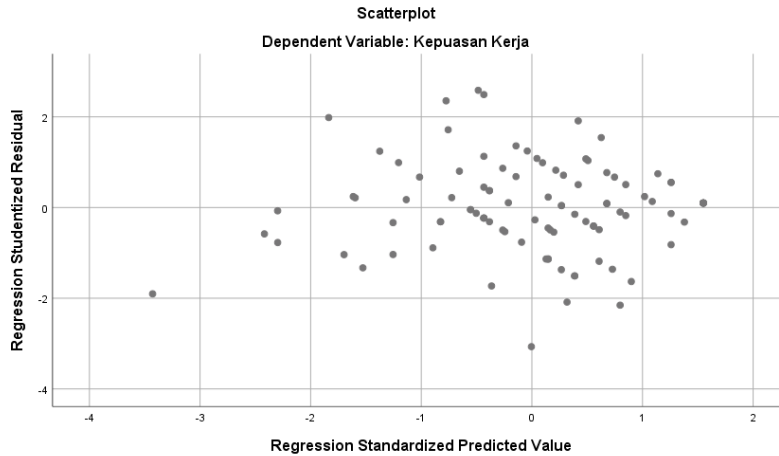


Figure 2. Heteroscedasticity Test Results (Scatterplot Method) (SPSS Output, 2025)

Referring to the scatterplot of ZPRED vs SRESID, the points are randomly scattered without any clear pattern, indicating constant residual variance (homoscedasticity) and the regression model is free from heteroscedasticity as .

4. Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test Results

Variables	B	Std. Error	Beta	t	Sig.	Information
(Constant)	1,801	0.960	–	1,877	0.064	–
Compensation (X1)	0.273	0.137	0.181	1,996	0.049	Significant influence
Communication (X2)	0.273	0.110	0.274	2,495	0.014	Significant influence
Motivation (X3)	0.388	0.077	0.459	5,035	0.000	Significant influence

Source: SPSS Output, 2025

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

$$Y = 1.801 + 0.273X_1 + 0.273X_2 + 0.388X_3$$

Based on Table 8, the value of the Determination Coefficient (R²) obtained was 0.540 . This value indicates that 54.0% of the variation in the Job Satisfaction variable (Y) can be explained simultaneously by three independent variables, namely Compensation (X1), Communication (X2), and Motivation (X3) . Meanwhile, the remaining 46.0% is influenced by other factors outside this research model, such as the work environment, leadership, workload, organizational culture, and employee personal factors.

Furthermore, the Adjusted R² value of 0.530 indicates a level of predictive ability that is nearly the same as R², but more accurate because it has been adjusted for the number of

independent variables in the model. This confirms that the regression model used is quite good at explaining the factors influencing Job Satisfaction at PT Kepodang Makmur Sejahtera.

Hypothesis Testing

1. t-test (Partial)

Table 9. Results of the t-Test (Partial)

Variables	B	Std. Error	Beta	t	Sig.	Information
(Constant)	1,801	0.960	–	1,877	0.064	–
Compensation (X1)	0.273	0.137	0.181	1,996	0.049	Have a significant impact
Communication (X2)	0.273	0.110	0.274	2,495	0.014	Significant influence
Motivation (X3)	0.388	0.077	0.459	5,035	0.000	Significant influence

Source: SPSS Output, 2025

Referring to the t-test (Table 9), X_1 has $t = 1.996$ with $p = 0.049 < 0.05$. Compensation has a significant effect on Y. This means that the better the compensation (salary, allowances, or bonuses), the higher the staff job satisfaction.

The variable (X_2) with a t-value of 2.495 and a sig. of 0.014 proved significant, indicating that clear and effective communication can optimize staff job satisfaction. Meanwhile, (X_3) had the strongest influence with a t-value of 5.035 and a sig. of 0.000, indicating that high work motivation significantly optimizes satisfaction. Overall, Compensation, Communication, and Motivation each play a significant role in staff satisfaction, emphasizing the importance of all three for the company.

2. F Test (Simultaneous)

Table 10. F-Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	512,455	3	170,818	78,217	0.000
Residual	209,655	96	2,184		
Total	722,110	99			

Referring to Table 10, the R value of 0.842 reflects the relationship between (X_1), (X_2), and (X_3) with (Y). The R^2 of 0.710 indicates that 71% of the variation in Job Satisfaction can be explained by these three variables together. Adjusted R^2 of 0.701 indicates that the model remains stable and does not overfit, while the remaining 29% is influenced by leadership style, work environment, or staff personal characteristics. Overall, these three independent variables are proven to play a strong role in explaining the variation in (Y).

3. Test of the Coefficient of Determination (R^2)

Table 11. Results of the Determination Coefficient Test (Model Summary)

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	0.842	0.710	0.701	1.47780

Source: SPSS Output, 2025

Referring to Table 11, the R value = 0.842 reflects the relationship between (X_1), (X_2), and (X_3) with (Y). The R^2 of 0.710 indicates that 71% of the variation in Job Satisfaction can be explained by these three variables together. Adjusted $R^2 = 0.701$ indicates that the model remains stable and does not overfit, while the remaining 29% is influenced by leadership style, work environment, or staff personal characteristics. Overall, these three independent variables are proven to play a strong role in explaining the variation in (Y).

Discussion

1. The Effect of Compensation on Job Satisfaction

The t-test results show that the compensation variable (X_1) has a significant effect on job satisfaction (Y), as evidenced by the Sig. = 0.049 < 0.05, so H_1 is accepted and H_0 is rejected. The regression coefficient of 0.273 indicates that a 1-point increase in compensation will increase job satisfaction by 0.273 points. This finding is in line with the research of Anwar et al. (2024) which found that compensation has a significant effect on job satisfaction. Based on Herzberg's Equity Theory and Two-Factor Theory, fair compensation can reduce dissatisfaction and increase motivation, thus impacting on increasing employee job satisfaction.

Research by Afriliyanti & Sabaruddin (2023) also confirms that both financial and non-financial compensation have a strong influence on increasing job satisfaction because they provide employees with a sense of appreciation. When compensation is perceived as commensurate with workload and responsibilities, employees feel valued and are more loyal to the organization. This is evident at PT Kepodang Makmur Sejahtera, where good compensation management has been shown to increase employee job satisfaction. Therefore, the results of this study are consistent with theory and previous research that suggests compensation is a crucial factor in increasing job satisfaction.

2. The Influence of Communication on Job Satisfaction

Based on the t-test results, the communication variable (X_2) has a Sig. value = 0.014 < 0.05, so H_2 is accepted and H_0 is rejected. This means that work communication has a significant effect on job satisfaction, with a regression coefficient of 0.273, indicating that a 1-point increase in communication can increase job satisfaction by 0.273 points. These results are in line with research by Lontoh (2022) which shows that work communication has a significant effect on job satisfaction. In theory, effective communication supports the coordination process, clarifies tasks, and reduces misunderstandings, thereby creating more comfortable and satisfying working conditions.

Research by Ariani et al. (2023) also found that good communication can increase job satisfaction through task clarity, harmonious relationships, and increased employee understanding of their responsibilities. This supports research findings that effective two-way communication can create trusting relationships, increase employee engagement, and strengthen motivation. Therefore, at PT Kepodang Makmur Sejahtera, good internal

communication has been shown to be a significant factor influencing employee job satisfaction.

3. The Influence of Motivation on Job Satisfaction

The t-test results show that the motivation variable (X3) has a Sig. value = 0.000 < 0.05, so H3 is accepted and H0 is rejected. The regression coefficient of 0.388 indicates that a 1-point increase in motivation will increase job satisfaction by 0.388 points. This finding is in line with the research of Maudy et al. (2024) which states that motivation has a significant effect on job satisfaction. Based on Maslow and Herzberg's theory, intrinsic and extrinsic motivation provide a strong psychological boost that can increase employee commitment, enthusiasm, and job satisfaction.

Research by Kariman & Chalimah (2025) also demonstrated that motivation plays a crucial role in increasing job satisfaction because it influences employees' desire to excel and achieve organizational goals. High motivation makes employees more enthusiastic, productive, and satisfied with their work. At PT Kepodang Makmur Sejahtera, a high level of motivation directly contributes to high employee job satisfaction, consistent with theory and previous research that suggests motivation is a key psychological factor in creating job satisfaction.

4. The Influence of Compensation, Communication, and Motivation on Job Satisfaction

The F-test results show that all three variables simultaneously have a significant effect on job satisfaction with a Sig. = 0.000 < 0.05, so H4 is accepted and H0 is rejected. The Adjusted R² value of 0.701 indicates that 70.1% of the variation in job satisfaction can be explained by compensation, communication, and motivation. These results are in line with research by Imbang et al. (2022) and Kurniawan (2023) which found that the three variables together have a significant effect on job satisfaction. In theory, the combination of fair compensation, effective communication, and strong motivation is the main foundation for creating job satisfaction.

Previous research, such as that of Putri & Islamuddin (2023) and Widiyanto (2022), also supports that these three aspects play a role in creating a positive work environment, increasing a sense of appreciation, clarifying tasks, and fostering intrinsic and extrinsic motivation. At PT Kepodang Makmur Sejahtera, these findings demonstrate that the company's efforts to increase compensation, improve communication, and foster motivation simultaneously have a significant impact on employee job satisfaction. Therefore, the results of this study are consistent with human resource management theory and previous research.

Conclusion

From analysis regression linear multiple on 100 employee PT Orioles Prosperous Prosperous, several important points can be drawn as follows:

1. Influence Simultan (Test F): Variables (X₁), (X₂), And (X₃) Impact For (Y). Variables (X₁), (X₂), and (X₃) simultaneously impact (Y) where (F_count = 78.217; Sig. = 0.000). This means that the combination of these three factors creates a

- conducive condition, in line with Herzberg's theory that hygiene and motivator factors work together to increase employee satisfaction.
2. Influence Partial Compensation (Test t): Encouraging Improvement Variable (Y). Optimal impact on (Y) ($t_{\text{count}} = 1.996$; Sig. = 0.049). Fair and adequate compensation strengthens perceptions of fairness, motivates employees, and ultimately increases their satisfaction, according to the findings of Anwar et al. (2024) and Afriliyanti & Sabaruddin (2023).
 3. Influence Partial Communication (Test t): Optimizing Satisfaction Work Impact positive on (Y) ($t_{\text{hitung}} = 2,495$; Sig. = 0.014). Communication Which fluent and clear help strengthen connection Work, reduce Wrong understand, And increasing trust, supporting research by Lontoh (2022) and Ariani et al. (2023).
 4. Influence Partial Motivation (Test t): Variables Key Satisfaction Work Factor most dominant with influence significant ($t_{\text{hitung}} = 5,035$; Sig. = 0,000; Beta = 0.459). Motivation, especially intrinsic, driving real engagement, enthusiasm, and job satisfaction , in line with Maslow's theory and the findings of Maudy et al. (2024) and Kariman & Chalimah (2025).
 5. Model Predictive Power (R^2): Compensation, Communication, and Motivation explain 70.1% of the variation Job satisfaction
This model accounts for 70.1% of the variation in Job Satisfaction (Adjusted $R^2 = 0.701$). This means that Compensation, Communication, and Motivation have a strong contribution to shaping employee satisfaction, and are influenced by leadership and work environment factors.

Research results indicate a combination of adequate compensation, smooth communication, And motivation tall in create satisfaction Work employee in PT Orioles Prosperous. This finding supports organizational behavior theory and is consistent with previous research that complementary intrinsic and extrinsic factors can create conducive working conditions. harmonious, And satisfactory for employees .

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