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The Influence of Compensation, Person Job Fit, Non-Physical Work Environment on Job Satisfaction through Work Motivation

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Abstract: PT Jasa Raharja Putera (JRP) is one of the companies committed to achieving its organizational goals. Human resources management at JRP plays a crucial role in ensuring productive employee performance. One of the ways to achieve this is by striving to provide job satisfaction. Over the past 3 years, job satisfaction at JRP has been in the range of 65-66%. Several factors that can influence employee job satisfaction are Compensation, Person-Job Fit, Non-Physical Work Environment, and Motivation. Therefore, these variables will be used in the study. The research method used is quantitative, with a sample size of 144 respondents. The study's findings indicate that Compensation, Person-Job Fit, and the Non-Physical Work Environment collectively have a positive and significant influence on motivation. Furthermore, Compensation and Person-Job Fit have a positive and significant impact on job satisfaction. However, the Non-Physical Work Environment has a positive but not significant effect on job satisfaction. Motivation acts as a moderator and positively and significantly influences the relationship between Compensation, Person-Job Fit, Non-Physical Work Environment, and job satisfaction.

Keywords: Compensation, Job Satisfaction, Non-Physical Work Environment, Person Job Fit, Work Motivation.

A. Introduction

PT Jasa Raharja Putera (JRP), a subsidiary of PT Jasa Raharja which was established in 1993, in a relatively short time has grown to become one of the leading insurance companies in Indonesia. This cannot be separated from the strong trust given by stakeholders and stakeholders to the Company. (Hasibuan, Malayu S.P., 2021) states that one of the economic problems in Human Resource Management (HRM) is job satisfaction. To achieve job satisfaction in its employees, JRP conducts a job satisfaction index survey on employees every year. The employee satisfaction index was 64% in 2020 and 2021 to 65% in 2022. This is still considered less than optimal because job satisfaction affects performance. Job satisfaction has such an important influence in a company as it can shape various aspects of the company.

One of the theories regarding satisfaction is the Herzberg Theory or often called the two-factor theory. In this theory suggests that there are some factors known as

motivating factors that result in job satisfaction, and separate factors called hygiene factors that lead to dissatisfaction. The theory categorizes motivational factors (satisfiers) as achievement, recognition, the work itself, advancement, and growth while hygiene factors (dissatisfiers) also include company policies, supervision, working conditions, status and salary (Alex Acquah et al., 2021). This reveals the importance of motivational factors as drivers of job satisfaction. On the other hand, there are other factors that can influence job satisfaction such as compensation and the non-physical work environment.

In the Personality Type Theory proposed by John Holland, it states that action must be taken to match a person's career or job choice with their personality. Personality relates to a person's opinion about work, whereas the work environment is defined in relation to the people who employ him as well as his work environment. Holland further indicated that if a person gets a career that matches his personality, then the person can savor the career and survive for a long time (Tasrif, 2022). This reveals the importance of the person-job fit factor in achieving job satisfaction.

(Hasibuan, Malayu S.P., 2021) explains that job satisfaction is an emotional behavior based on love towards the work one does. Whereas (Indah Sari et al., 2021) states that job satisfaction is the behavior of a person or employee, which describes either positive or negative behavior towards the job. The higher the job satisfaction ratings the perceived action is in accordance with the wishes of the individual, the happier someone is with that action. (Berliana et al., 2018) stated that there are several factors that affect job satisfaction, including: (1) individual factors which include education, ability, responsibility, and achievement; (2) satisfaction factors including relationships with leaders, colleagues, work facilities, work climate, and the work itself.

Motivation according to (Stephen P. Robbins & Timothy A. Judge, 2017) is a process that determines the intensity, direction, and persistence of a person's efforts in achieving goals. Intensity describes how hard a person tries, direction describes efforts to aim and be consistent with goals where persistence describes how long a person can maintain the effort. The word motivation, of which the basic word is "motive" means the driving force that drives human action, and such behavior has a specific purpose for their motives that lead to their needs. (W et al., 2017). Factors to determine the level of work motivation in employees according to (Nurhidayati et al., 2022) includes drive to achieve goals, work enthusiasm, initiative, and sense of responsibility. In previous research conducted by (Setiawan et al., 2018) believes that instilling motivation in individuals will unconsciously affect performance and make the company a better company in the future. In research conducted (Elrayah & Semlali, 2023) it was found that motivation has a positive and significant effect on job satisfaction.

Compensation is the next factor to have a major impact on employee motivation and job satisfaction, since a fair and adequate level of reward encourages the employees to work more diligently, enthusiastically, and passionately. (Indrasari et

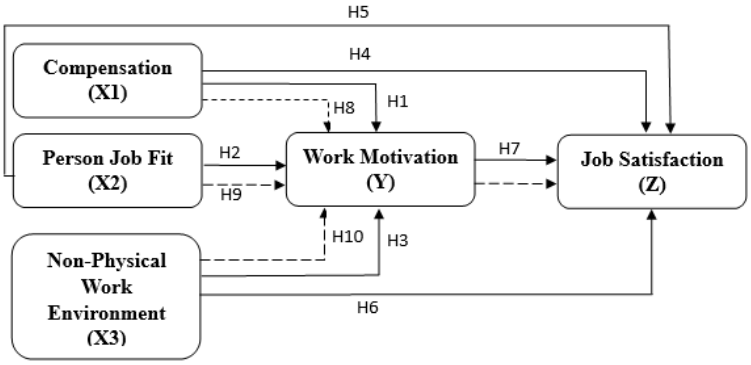
al., 2019) reveals People provide their services to work with their needs, namely for challenging work and for respect and appreciation. It is necessary to compensate for all the hard work done for the services they do. Compensation is intended to be an appreciation of the results of their work. (Stephen P. Robbins & Mary Coulter, 2021) reveal that someone who works but does not need compensation is called voluntary work. Developing an effective and appropriate reward system is an important part of the human resource management process. According to (Indrasari et al., 2019) compensation factors include salary, benefits, bonuses, commissions, training, authority, responsibility, recognition of performance and a supportive work environment. Based on previous research conducted by (Anshori & Nurwulandari, 2021) and (Budiono, 2022) there is a positive and significant relationship between compensation and job satisfaction. However, the results of research conducted by (Efendi & Yusuf, 2021) found different conclusions, which showed positive results and an insignificant relationship between compensation and job satisfaction.

Person-Job-Fit is defined as the fit of a person to the requirements of a particular task. Person Job Fit means the extent to which a person's qualifications, skills, knowledge, and abilities match the requirements of the position (Hasan et al., 2021). Mello states that the factors used to measure indicators of person job fit are as follows personal abilities, social skills, personal needs and personal traits (Nugraha, 2022). In research conducted previously by (Xiao et al., 2021); (Liao, 2021) and (Berisha & Lajçi, 2020) results were found that explained Person Job Fit has a strong correlation with job satisfaction. Person job fit has a positive and significant effect on job satisfaction.

Furthermore, what influences job satisfaction is the non-physical work environment. According to (Fatmasari & Badaruddin, 2022) explains that the non-physical work environment is a condition where internal and external situations can optimize work performance to create pleasant and encouraging conditions. The work environment refers to the elements around the company that can directly or indirectly affect the company. According to (Martini et al., 2023) The workplace or work environment is divided into 2 (two), namely the physical environment and the non-physical environment. The non-physical environment is a condition that correlates with work relationships, both interactions with superiors or interactions with colleagues and interactions with subordinates. Factors from the non-physical work environment according to (Anggoro Kr., 2022) are work system, job design, working conditions and how people are treated at work by their superiors and coworkers. In research published by (Suifan, 2019) it is explained that there is an important role of work environment factors, especially non-physical factors in job satisfaction. (Fatmasari & Badaruddin, 2022) found that the work environment has an impact on job satisfaction. With a work environment that has conducive conditions, it encourages employees to achieve their performance by working harder. Based on research by (Suifan, 2019) which states a positive and significant influence between the non-physical work environment on job satisfaction. Contrary to research conducted by (Sunaryo et al., 2023) who found that the non-physical work environment has a positive and insignificant effect on job satisfaction.

Based on the description above, it can be concluded that this study will further examine the effect of Compensation, Person Job Fit, Non-Physical Work Environment on job satisfaction through Motivation mediation. Therefore, the hypotheses formed in this study include:

H1 : Compensation has a positive effect and significant towards work motivation.
H2 : Person Job Fit has a positive effect and significant towards work motivation.
H3 : Non-Physical Work Environment has a positive effect and significant towards work motivation.
H4 : Compensation has a positive effect and significant towards job satisfaction.
H5 : Person Job Fit has a positive effect and significant towards job satisfaction.
H6 : Non-Physical Work Environment has a positive effect and significant towards job satisfaction.
H7 : Compensation has a positive effect and significant towards job satisfaction.
H8 : Compensation has a positive effect and significant towards job satisfaction through motivation.
H9 : Person Job Fit has positive effect and significant towards job satisfaction though motivation.
H10 : Non-Physical Work Environment has a positive effect and significant towards job satisfaction though motivation.



Source: data that has been processed by the author (2023)

Figure 1. Framework Model

B. Methods

The method used in this research is quantitative. Quantitative research is characterized by hypothesis testing in analyses conducted in research with strong theoretical support. The types of data used in this study are primary and secondary. The population in this study was 518 JRP employees. In this study, to determine the population members to be sampled, the Probability Sampling technique was used with the simple random sampling method. According to (Siregar et al., 2021) said that in using SEM analysis the guidelines given use the Maximum Likelihood Estimation technique which requires a sample size of 100-200. So that the number of samples used in this study was 144 respondents. The data collection technique used was a questionnaire distributed to employees with the rating scale used in the study, namely

the Likert scale. According to (Sugiyono, 2017) explains that a scale consisting of 5 (five) alternative answers has an assessment, namely 5 strongly agree to 1 strongly disagree. The data analysis used is Structural equation modelling (SEM). According to (Siregar et al., 2021) SEM is a statistical methodology with a confirmatory approach, namely hypothesis testing in the analysis of phenomenal structure theory. The analysis software used is SEM AMOS version 24.

C. Results and Discussion

Results

In this study, 144 questionnaires were distributed to JRP employees. Respondents were categorized by gender and age. The aim is to clarify the background of the respondents studied in this study. The following are the results of respondent data that has been categorized:

Table 1. Characteristics of the Respondents

Base	Characteristic	Amount	Percentage
Gender	Man	93	64,58 %
	Woman	51	35,42%
Age	18 - 25 year	20	13,89%
	25- 34 year	80	55,56%
	35 - 44 year	29	20,14%
	45 - 54 year	15	10,41%
Education	Diploma I/II/III	11	7,64%
	Strata 1 (S1) / Diploma IV (D4)	132	91,67%
	Strata 2 (S2)	1	0.69%

Source*:* data that has been processed by the author (2023)

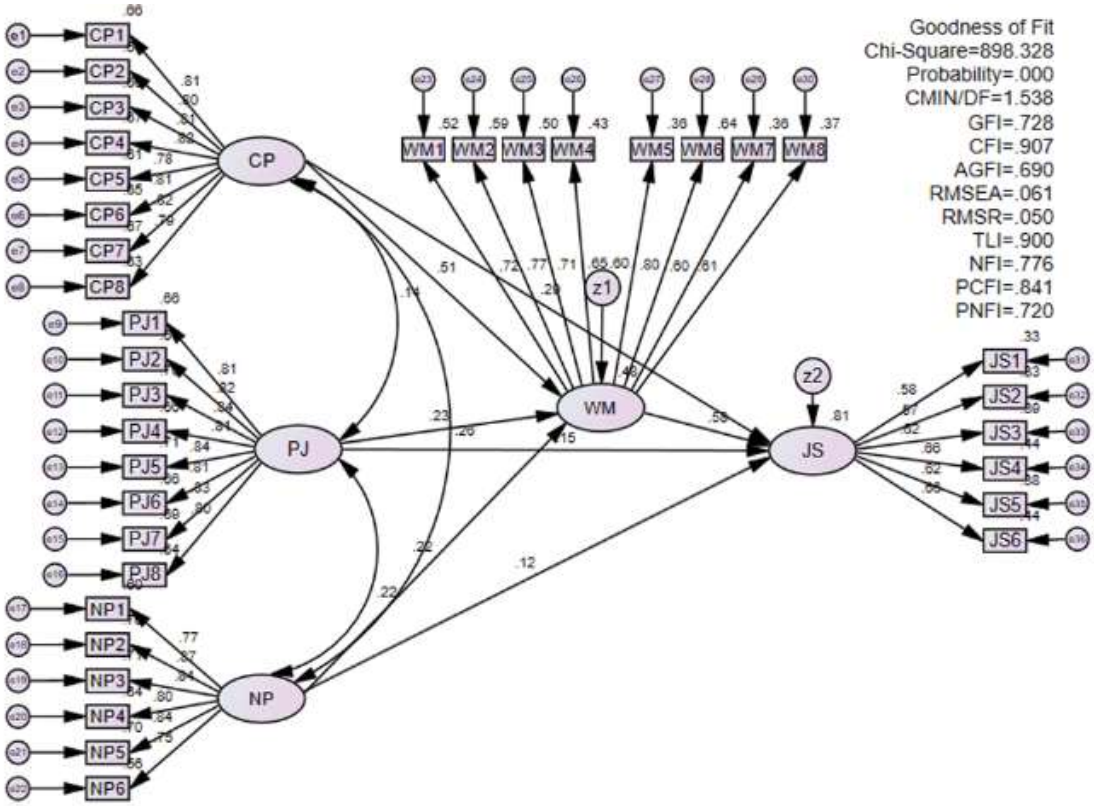
Respondents were mostly male. The dominant age of the respondents in this questionnaire ranges from 25-34 years and the dominant education of the respondents is Stata 1 (S1) or Diploma IV (D4). From the questionnaire questions that have been given to respondents, the mean results of each variable are obtained as described in table 2 below.

Table 2. Result of Descriptive Analysis

Variable	Mean
Compensation	3,64
Person Job Fit	3,72
Non-Physical Work Environment	3,73
Work Motivation	4,16
Job Satisfaction	4,07

Source: data that has been processed by the author (2023)

From the results of the table above, it can be said that each variable has a satisfactory total mean, with the lowest point of 3.64 and the largest point of 4.16. With this data, it is necessary to analyze based on SEM testing using SEM AMOS 24. Structural Equation Modeling (SEM) analysis is a statistical approach used to model complex relationships between latent variables in a study. The model of SEM AMOS analysis can be seen in the figure below.



Source: data that has been processed by the author (2023)

Figure 2. Result of Full Model Testing using IBM SEM AMOS 24

The figure above shows the relationship between structural relationships between variables and variables with their indicators. Before starting a more in-depth analysis, an assumption test will be carried out. In this assumption test, normality and outlier tests will be carried out on the data that has been obtained. The following are the test results:

Table 3. Result of Normality Test

Sub Variable	Min	Max	Skew	c.r.	kurtosis	c.r.
WM8	2,000	5,000	-,309	-1,514	-,529	-1,295
WM7	2,000	5,000	-,274	-1,342	-,593	-1,454
WM6	2,000	5,000	-,485	-2,376	-,002	-,006
WM5	2,000	5,000	-,453	-2,222	-,560	-1,373

Sub Variable	Min	Max	Skew	c.r.	kurtosis	c.r.
WM4	2,000	5,000	-,463	-2,268	-,636	-1,559
WM3	3,000	5,000	-,320	-1,566	-,745	-1,825
WM2	3,000	5,000	-,520	-2,546	-,671	-1,643
WM1	3,000	5,000	-,515	-2,523	-,719	-1,762
JS6	2,000	5,000	-,333	-1,630	-,562	-1,376
JS5	2,000	5,000	-,518	-2,537	,139	,341
JS4	2,000	5,000	-,245	-1,203	-,777	-1,904
JS3	2,000	5,000	-,181	-,886	-,941	-2,304
JS2	3,000	5,000	-,283	-1,389	-,984	-2,410
JS1	2,000	5,000	-,470	-2,303	-,349	-,854
NP1	2,000	5,000	-,314	-1,540	-,665	-1,628
NP2	1,000	5,000	-,472	-2,313	-,474	-1,161
NP3	1,000	5,000	-,423	-2,070	-,162	-,397
NP4	1,000	5,000	-,342	-1,678	-,325	-,795
NP5	1,000	5,000	-,348	-1,706	-,593	-1,453
NP6	1,000	5,000	-,350	-1,716	-,489	-1,197
PJ1	1,000	5,000	-,438	-2,143	-,244	-,598
PJ2	2,000	5,000	-,349	-1,709	-,725	-1,776
PJ3	1,000	5,000	-,352	-1,724	-,286	-,701
PJ4	2,000	5,000	-,210	-1,028	-,721	-1,767
PJ5	1,000	5,000	-,530	-2,598	-,446	-1,091
PJ6	1,000	5,000	-,515	-2,525	-,086	-,210
PJ7	1,000	5,000	-,377	-1,846	-,485	-1,189
PJ8	2,000	5,000	-,238	-1,168	-,672	-1,647
CP1	1,000	5,000	-,347	-1,698	-,363	-,888
CP2	1,000	5,000	-,335	-1,642	-,616	-1,509
CP3	1,000	5,000	-,517	-2,532	-,414	-1,014
CP4	2,000	5,000	-,182	-,891	-,800	-1,960
CP5	1,000	5,000	-,095	-,467	-,702	-1,721
CP6	1,000	5,000	-,394	-1,932	-,551	-1,349
CP7	1,000	5,000	-,364	-1,784	-,302	-,741
CP8	1,000	5,000	-,213	-1,046	-,496	-1,216
Multivariate					-1,391	-,160

Source: data that has been processed by the author (2023)

The normality test results from Table 3 show that the distribution of the data used in this analysis tends to follow a normal distribution pattern. This is indicated by the value in the range between ± 2.58. Based on this, it can be concluded that all data used in the study fulfils the assumption of normality. To further ascertain, an outlier check was carried out. According to (Siregar et al., 2021) states that to detect outliers, it can be seen from the observation farther from the centroid (Mahalanobis Distance) by looking at the mahalanobis distance of the data. Data is said to be an outlier if the p2 value <0.05. The following are the results of the analysis of the top 10 outliers.

Table 4. Result of Outlier Test

Observation number	Mahalanobis d-squared	p1	p2	Result	Conclusion
114	61,989	,005	,480	p2 > 0,05	Not Outlier
76	61,283	,005	,181	p2 > 0,05	Not Outlier
112	53,104	,033	,856	p2 > 0,05	Not Outlier
22	51,080	,049	,928	p2 > 0,05	Not Outlier
54	48,990	,073	,982	p2 > 0,05	Not Outlier
69	48,937	,074	,958	p2 > 0,05	Not Outlier
73	48,606	,078	,939	p2 > 0,05	Not Outlier
35	48,263	,083	,919	p2 > 0,05	Not Outlier
108	47,654	,093	,925	p2 > 0,05	Not Outlier
56	47,577	,094	,878	p2 > 0,05	Not Outlier

Source: data that has been processed by the author (2023)

Thus, it can be concluded that the data used in this AMOS analysis does not contain outliers, so the validity and reliability of the analysis results can be maintained, and testing can continue. The next stage is testing the Measurement Model.

In the Measurement Model, the relationship between latent variables and their indicators is explained through the estimation of factor loading, which measures the strength of the relationship between latent variables and their indicators. The following is a measurement model test by looking at Confirmatory factor analysis (CFA) with the criteria for fulfilling factor loading greater than 0.5 (loading factor> 0.5) on each latent variable (construct).

Table 5. Result of Factor Loading Test

Variable	Sub Variable	Result	Critical Value	Conclusion
Compensation	CP8	0,81	> 0,50	Valid
	CP7	0,79	> 0,50	Valid
	CP6	0,81	> 0,50	Valid
	CP5	0,82	> 0,50	Valid
	CP4	0,78	> 0,50	Valid
	CP3	0,81	> 0,50	Valid
	CP2	0,62	> 0,50	Valid
	CP1	0,80	> 0,50	Valid
Person Job Fit	PJ8	0,80	> 0,50	Valid
	PJ7	0,63	> 0,50	Valid
	PJ6	0,81	> 0,50	Valid
	PJ5	0,84	> 0,50	Valid
	PJ4	0,81	> 0,50	Valid
	PJ3	0,84	> 0,50	Valid
	PJ2	0,62	> 0,50	Valid
	PJ1	0,81	> 0,50	Valid

Variable	Sub Variable	Result	Critical Value	Conclusion
Non-Physical Work Environment	LK6	0,75	> 0,50	Valid
	NP5	0,84	> 0,50	Valid
	NP4	0,80	> 0,50	Valid
	NP3	0,84	> 0,50	Valid
	NP2	0,88	> 0,50	Valid
	NP1	0,77	> 0,50	Valid
Work Motivation	WM8	0,50	> 0,50	Valid
	WM7	0,50	> 0,50	Valid
	WM6	0,80	> 0,50	Valid
	WM5	0,61	> 0,50	Valid
	WM4	0,63	> 0,50	Valid
	WM3	0,72	> 0,50	Valid
	WM2	0,83	> 0,50	Valid
	WM1	0,79	> 0,50	Valid
Job Satisfaction	JS6	0,63	> 0,50	Valid
	JS5	0,58	> 0,50	Valid
	JS4	0,72	> 0,50	Valid
	JS3	0,71	> 0,50	Valid
	JS2	0,54	> 0,50	Valid
	JS1	0,51	> 0,50	Valid

Source: data that has been processed by the author (2023)

Based on the information above, the variables against the indicators have a factor loading value> 0.5. So, it can be said that all of them are valid and are a fit model. The next stage is to look for the Average Variance Extracted (AVE) value. AVE measures the extent to which indicators related to a construct contribute to the total variance of the construct. To calculate AVE, the factor loading value of each indicator on the relevant construct is summed up and then squared. The results of the calculation of the AVE value can be seen in the table below.

Table 6. Calculation Result of Average Variance Extracted (AVE)

Variable	Result	Critical Value	Conclusion
Compensation	0.66902	> 0,50	Fulfilled
Person Job Fit	0.71015	> 0,50	Fulfilled
Non-Physical Work Environment	0.69231	> 0,50	Fulfilled
Work Motivation	0.58810	> 0,50	Fulfilled
Job Satisfaction	0.51837	> 0,50	Fulfilled

Source: data that has been processed by the author (2023)

Based on the information above, the results show that all latent variables have an AVE value> 0.5. It can be concluded that each latent variable has a valid indicator.

The next step is to calculate Composite Reliability (CR). Composite Reliability (CR) is a measurement method used in factor analysis or structural analysis to evaluate the internal reliability of constructs or latent variables. To calculate CR, the factor loading value of each indicator on the relevant construct is summed up and then squared. Furthermore, the sum result is divided by the sum of the squared factor loading and the error variance of each indicator. The following are the results of the CR calculation.

Table 7. Calculation Result of Composite Reliability (CR)

Variable	Result	Critical Value	Conclusion
Compensation	0.94174	> 0,70	Reliable
Person Job Fit	0.95144	> 0,70	Reliable
Non-Physical Work Environment	0.93086	> 0,70	Reliable
Work Motivation	0.92874	> 0,70	Reliable
Job Satisfaction	0.86552	> 0,70	Reliable

Source: data that has been processed by the author (2023)

Based on the information above, it can be concluded that the CR of all latent variables on indicators has a composite reliability (CR)> 0.7, which can be said to be reliable. The next stage is to conduct the Goodness of Fit Test. In Full Model SEM, model fit testing and parameter analysis are performed simultaneously. Model fit testing involves the use of goodness-of-fit statistics. According to (Siregar et al., 2021) revealed that the use of 4-5 Goodness of Fit Test criteria is considered sufficient to assess the feasibility of a model. From the data processing in this study, it was found that the full model studied had the following goodness-of-fit values:

Table 8. Goodness of Fit Testing Result

Statistical Testing	Critical Value	Result	Conclusion
Cmin/DF	≤ 2,00	1,538	Good Fit
P-value	≥ 0,05	0,000	Not suitable
Adjusted Goodness of Fit (AGFI)	≥ 0,90	0,690	Not suitable
Goodness of Fit Index (GFI)	≥ 0,90	0,728	Not suitable
Comparative Fit Index (CFI)	≥ 0,90	0,907	Good Fit
Tucker Lewis Index (TLI)	≥ 0,90	0,900	Good Fit
Root Mean Square Error of Approximation (RMSEA)	≤ 0,08	0,061	Good Fit
Root Mean Square Residual (RMSR) or RMR	≤ 0,05	0,050	Good Fit

Source: data that has been processed by the author (2023)

Based on the information above, the results of estimating the goodness fit value of the structural model mostly have good values CMIN / DF, CFI, TLI, RMSEA and RMSR (RMR). So that the data is considered sufficient to assess the feasibility of a model. The next action is to look for the influence between variables as in the table below.

Table 9. Results of Significance Test of Direct Influence

			β	S.E.	C.R.	P	Conclusion
Compensation	→	Motivation	.340	.060	5.665	***	Positive and Significant
Person Job Fit	→	Motivation	.156	.051	3.052	.002	Positive and Significant
Non-Physical Work Environment	→	Motivation	.154	.054	2.825	.005	Positive and Significant
Compensation	→	Job Satisfaction	.170	.053	3.197	.001	Positive and Significant
Person Job Fit	→	Job Satisfaction	.087	.041	2.100	.036	Positive and Significant
Non-Physical Work Environment	→	Job Satisfaction	.070	.043	1.627	.104	Positive and Insignificant
Motivation	→	Job Satisfaction	.515	.111	4.616	***	Positive and significant

Source: data that has been processed by the author (2023)

Based on the data above, Compensation on motivation has a positive value with a p value = **** or 0.000 <0.05 so that it has a significant effect which means Hypothesis 1 is accepted. Likewise, that Person Job Fit on motivation has a positive value with a p value = 0.002 <0.05 so that it has a significant effect, which means Hypothesis 2 is accepted. The work environment on motivation has a positive and significant effect because it has a positive value and a p value of 0.005 <0.05, meaning Hypothesis 3 is accepted. The effect of compensation on job satisfaction has a positive value and a p value of = 0.001 <0.05 which means it is significant and Hypothesis 4 is accepted. The value of Person job fit on job satisfaction has a positive value with a p value = 0.036 <0.05 so it is said to be significant, which means Hypothesis 5 is accepted. Meanwhile, the non-physical work environment gets a positive value but has a p value = 0.104>0.05 which means it is not significant and Hypothesis 6 is rejected. Finally, motivation on job satisfaction has a p value =*** or 0.000 with a positive value so that it is said to have a positive and significant influence, which means Hypothesis 7 is accepted. The next thing is to look for significance through meditation from motivation using the sobel test. The results are shown in the table below:

Table 10. Result of Significance Test of Indirect Influence

				Sobel Test		Conclusion
				t-stat	p-value	
Compensation	→	Motivation	→ Job Satisfaction	3,589	0.0003	Positive and Significant
Person Job Fit	→	Motivation	→ Job Satisfaction	2,553	0.01	Positive and Significant
Non-Physical Work Environment	→	Motivation	→ Job Satisfaction	2,429	0.015	Positive and Significant

Source: data that has been processed by the author (2023)

Based on the table above, it can be concluded that the effect of Compensation on job satisfaction. Motivation has a value of p=0.0003 <0.05, which means that Hypothesis 8 is accepted, motivation has an influence between Compensation on job satisfaction. The relationship between Person Job Fit and Job Satisfaction through motivation has a p value of 0.01 <0.05, which means that Hypothesis 9 is accepted, motivation has an influence between the relationship between person job fit and job satisfaction. The mediating effect of motivation on the non-physical work environment on job satisfaction has a p value of 0.015 <0.05, which means Hypothesis 10 is accepted, on the mediating effect on the relationship. From the results of the correlation test, the structural equation of the variables and the coefficient value can be seen from the table below.

Table 11. Result of Correlation Test

	Estimate
Work Motivation	0,481
Job Satisfaction	0,807

Source: data that has been processed by the author (2023)

Based on the results of the above research, it can be concluded that compensation, person-job fit, and work environment have a positive effect on motivation with a coefficient value of 0.481 or 48.1%, which indicates that each one unit increase in the independent variable (compensation, person-job fit, and work environment) will increase employee motivation. In other words, the remaining 51.9% is explained by other factors outside of this study that affect motivation.

Compensation, person-job fit, and work environment have a positive effect on job satisfaction with a coefficient value of 0.807 or 80.7%, which indicates that each one unit increase in the independent variable (compensation, person-job fit, and work environment) will increase employee job satisfaction. In other words, the remaining 19.3% is explained by other factors outside of this study that affect job satisfaction.

Discussion

Compensation has a positive and significant effect on JRP Work Motivation. which means that the increasing or better Compensation at JRP will increase Motivation at work in employees. This is in line with research conducted by (Elrayah & Semlali, 2023) which states that compensation has a significant positive effect on Work Motivation so that compensation is a determining factor of one's motivation. Compensation is closely tied to employees' desires and expectations. Compensation is closely tied to employees' desires and expectations.

Compensation also has a positive and significant effect on Job Satisfaction at JRP, which means that increasing or better Compensation at JRP will increase employee satisfaction. The results of this study are in line with research conducted by (Anshori & Nurwulandari, 2021) and (Budiono, 2022) which concluded that there is a positive and significant relationship between compensation and job satisfaction. So that compensation plays an important role in increasing employee satisfaction. By providing compensation in line with employee contributions and performance, JRP can increase job satisfaction.

Person Job Fit has a positive and significant influence on JRP Motivation. That means the higher the value of Person Job Fit at JRP, the higher the motivation. The results of this study are in line with (Wulandari et al., 2021) which show that there is a positive and significant relationship between person job fit and motivation. So that Person Job Fit is a determining factor of work motivation.

Person Job Fit has a positive and significant effect on Job Satisfaction at JRP, which means that the higher the value of Person Job Fit at JRP, the higher the employee satisfaction. The results of this study are supported by research conducted by (Berisha & Lajçi, 2020) (Liao, 2021) and (Xiao et al., 2021) which found that there is a positive and significant relationship between person job fit and job satisfaction. By strengthening individual job fit, companies can create a work environment that facilitates development, empowers employees, and achieves long-term success at JRP.

The Non-Physical Work Environment has a positive and significant influence on Motivation at JRP, which means that the more stable and safer the atmosphere of the Non-Physical Work Environment at JRP will increase Motivation at work. The results of this study are in line with research conducted by (Narasuci et al., 2018) and (Suifan, 2019) which state that there is a positive influence of the non-physical work environment on work motivation. By strengthening the Non-Physical Environment, JRP, it will be able to create an inspiring, collaborative, and energetic work environment that increases motivation.

The Non-Physical Work Environment has a positive and insignificant effect on Job Satisfaction at JRP, which means that the higher the Non-Physical Work Environment at JRP, it will not increase employee satisfaction at JRP. There are differences in this study, with research conducted by (Suifan, 2019) which states that there is a positive and significant influence between the non-physical work environment on job satisfaction, but these results are supported by research conducted

by Sunaryo et al (2023) which states that there is a positive and insignificant influence between the non-physical work environment on job satisfaction. Although there is no significance in the relationship between the non-physical work environment on increasing job satisfaction. However, there are other factors apart from good job design, efficient work systems, and positive relationships with superiors and co-workers that are more dominant in shaping overall job satisfaction.

Motivation has a positive and significant effect on Job Satisfaction at JRP, which means that the higher the Work Motivation at JRP, the higher the employee satisfaction at JRP. The results of this study are in line with those conducted by (Zayed et al., 2022) which provide results that there is a positive and significant influence between motivation and job satisfaction. High motivation has a positive impact on individual attitudes towards the company and work team. Motivated individuals tend to have a more positive attitude, value cooperation, and contribute to creating a harmonious work environment. This also affects the level of job satisfaction at JRP.

Motivation provides partial mediation in the relationship between Compensation and Job Satisfaction with a positive and significant effect on JRP. These results are in line with the research that (Zayed et al., 2022) suggested that motivation can directly mediate the effect of compensation and employee satisfaction partially. Motivation creates a positive cycle, where adequate compensation motivates individuals, which in turn increases their job satisfaction.

Motivation partially mediates the relationship between Person Job Fit and Job Satisfaction with a positive and significant effect on Job Satisfaction at JRP. Person Job Fit can provide an initial boost to individual motivation, which in turn can contribute to higher levels of job satisfaction.

Motivation provides full mediation in the relationship between the Non-Physical Work Environment and Job Satisfaction with a positive and significant effect on Job Satisfaction at JRP. This conclusion is supported by (Suifan, 2019) confirming the mediating role of work motivation in the relationship between work environment factors and job satisfaction that work motivation has a positive and significant effect on the relationship between work environment factors and job satisfaction. This means that the more stable and secure atmosphere of the Non-Physical Work Environment at JRP will increase work motivation which ultimately increases the level of employee satisfaction at JRP.

D. Conclusion

Compensation has a positive and significant influence on Work Motivation at JRP. Compensation also has a positive and significant influence on Job Satisfaction at JRP. Motivation provides partial mediation in the relationship between Compensation and Job Satisfaction with a positive and significant effect at JRP. Person Job Fit has a positive and significant influence on Motivation at JRP. Person Job Fit also has a positive and significant influence on Job Satisfaction at JRP. Motivation provides partial mediation in the relationship between Person Job Fit and Job Satisfaction with

a positive and significant effect. The Non-Physical Work Environment has a positive and significant influence on Motivation at JRP. However, the Non-Physical Work Environment has a positive and insignificant effect on Job Satisfaction at JRP. So that Motivation provides full mediation in the relationship between the Non-Physical Work Environment and Job Satisfaction with a positive and significant effect at JRP.

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