

## THE INFLUENCE OF COMPENSATION, PERSON JOB FIT AND WORK ENVIRONMENT ON JOB SATISFACTION AT PT DIAN MEGA KURNIA

*M. Ilham Ardiansyah<sup>1</sup>, Rifda Abadiyah<sup>2</sup>, Kumara Adji Kusuma<sup>3</sup>, Rizky Eka Febriansah<sup>4</sup>*

<sup>1,2,3,4</sup>Management Study Program, Muhammadiyah University of Sidoarjo, Indonesia

[ilhamardiansyah121@gmail.com](mailto:ilhamardiansyah121@gmail.com)

[rifdahabadiyah@umsida.ac.id](mailto:rifdahabadiyah@umsida.ac.id)

[adji@umsida.ac.id](mailto:adji@umsida.ac.id)

[rizkyfebriyanzah@umsida.ac.id](mailto:rizkyfebriyanzah@umsida.ac.id)

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### Abstract

*Human resources are one of the company's most valuable assets. The balance of human resources should not be taken lightly, because this is the first step in human resource planning to create quality human resources. This research aims to determine the effect of person job fit compensation and work environment on job satisfaction at PT. Dian Mega Kurnia. The research method used in this research is a quantitative method. The population in this research is all employees at PT. Dian Mega Kurnia, totaling 120 employees. Based on the results of research conducted at PT. Dian Mega Kurnia, researchers know that there is a positive and significant influence of the compensation variable (X1) Person job fit (X2) and work environment (X3) on the job satisfaction variable (Y).*

## INTRODUCTION

Human resources are one of the most valuable assets of a company. Every business that is built is expected to have rapid development in the business environment in the future. The main motivation of all companies that act as workers must receive more serious attention from the company[1]. The balance of human resources should not be underestimated, because this is the initial step of human resource planning to create quality human resources.[2]defines job satisfaction as an individual's emotional state in



the form of achieving the salary desired by the employee and the salary received by the company. So far, according to [3] Job satisfaction is a person's general attitude toward his or her job. Jobs involve relationships with colleagues, managers, company rules and practices, labor standards, working conditions, etc.

There are several things that can affect employee satisfaction in a company, including compensation. Salary is an important factor in a company where an employee who has done his job well and can improve his skills in working will receive a reward or compensation that is indeed appropriate. This is in accordance with research conducted by [4] that compensation has an influence on the performance of a worker. The amount of compensation items is determined and known in advance by the employee, in this case the employee already knows the amount of additional compensation [5]. Compensation is a reward or reward that employees receive as a result of their work. [6]. Salary is not the only influence on job satisfaction, there are several other factors that can affect job satisfaction in a company.

Person Job Fit is one of the factors that indicates employee job satisfaction in doing work in a company, Person Job Fit is defined as the matching of individuals and their work tasks or duties. This definition includes the suitability (ability) based on the needs of the worker and the resources available to meet those needs, as well as the demands of the job and the ability of the worker to meet those needs. A person's work ability has a direct positive relationship with an employee's work performance. The better a person is suited to a task, the better the performance of the company's employees, supported by competent and well-performing human resources. On the other hand, poor employee performance is a competitive problem that can result in losses for a company [7]. Meanwhile, Person Job Fit according to [8] is one of the important aspects that can increase organizational commitment. If the characteristics of the job are in accordance with the needs of the individual related to the implementation of the task, it will strengthen employee commitment to the job, so that employees are more committed to the job.

The work environment is also one of the factors that affect employee job satisfaction so that it can decrease employee performance. The work environment can be interpreted as a collection of work spaces and infrastructure around employees who do work, which can affect the implementation of work, this work environment includes the workplace, work facilities and equipment, cleanliness, lighting, silence, including those related to work. [9]. The work environment can also be the common space and infrastructure around employees who do the work itself which is in accordance with the statement in the research. [10]. This work environment includes the workplace, work space and equipment, cleanliness, lighting and silence. The work environment is very important for the realization of employee job satisfaction, employees can carry out their activities well to achieve optimal results, which are supported by a suitable work environment according to [11].

PT. Dian Mega Kurnia was established to meet the needs of freight transportation, to know the freight forwarding industry, to understand the needs of customer satisfaction with the values of competitive advantage and to adapt to competition in the field without leaving local wisdom. This philosophy is seen as a goal to achieve the company's mission, and together with years of experience, it is the foundation/driving force where success

can be achieved through a process of continuous improvement. This philosophy supports the company's commitment to continue to focus on achieving customer satisfaction, always open to continuous improvement in all related aspects. Honest and professional company management, upholding ethics, social norms and prevailing cultural values, communicating with all parties and demonstrating good ethics to advance the freight forwarding industry are the key values of the company's success.

The following researchers attach data available at the research location for the last 3 months from March to May 2023.

**Table 1 Item Quantity Data**

Month	The amount of goods	Amount Sent	Undeliverable Amount	Percent
May	1801	1800	1	99.94%
June	1912	1912	0	100.00%
July	2063	1733	177	90.88%
August	2764	2764	0	100.00%
September	3498	3492	10	99.83%
October	3849	3844	7	99.87%

From the data above, it can be concluded that the number of items sent in the last 6 months, there are several months that do not reach 100% such as in May, July, September, October due to various things such as lost items, recipients refusing, recipients cannot be contacted, returns, damaged items and it can be seen from the data above that the highest number of items sent in the last 6 months reached 100% in August.

The researcher identified the problems in the company, namely the number of items that were not delivered according to target so that the researcher indicated that employee performance was less than optimal, this affected employee compensation. The author obtained data from conducting interviews with several employees at PT. Dian Mega Kurnia. From these data, the author indicated that compensation can affect employee job satisfaction. It was motivated by problems that occurred in the company where employee working hours were not appropriate. An unhealthy work environment can also affect employee satisfaction at work.

Relevant research was conducted by [12] get research results that compensation has a positive and significant influence on employee job satisfaction. Meanwhile, research conducted by [13] obtained research results that there was no positive influence between compensation and employee job satisfaction because the research hypothesis was rejected.

Another study was conducted by [14] get research results that based on the analysis of the results of the multiple linear regression test that has been carried out, there is a positive



and significant influence of person job fit on employee job satisfaction. Meanwhile, research conducted by [15] obtained research results that Person-job fit does not directly influence employee job satisfaction.

Another study was conducted by [16] get research results that the work environment, both physical and non-physical, can easily influence employee work enthusiasm which also has an impact on employee satisfaction in meeting their work targets. While research conducted by [17] obtained research results that the work environment does not have a significant effect on employee job satisfaction.

Research conducted by [18] taking the population and sample from employees of PT. Bank Rakyat Indonesia (Persero) Tbk, Sungguminasa Branch Office as many as 83 employees. The results of the study indicate that compensation, work environment and work facilities have a positive and significant effect on job satisfaction which is categorized as very strong and employee job satisfaction is attempted to improve employee performance by improving employee welfare, both economic and non-financial for employees of PT. Bank Rakyat Indonesia (PERSERO) Tbk. Sungguminasa Branch Office.

This research is in contrast to research by [19] who conducted a similar study with results showing partial research results found that compensation did not have a significant effect on employee performance. The population in this study were all employees of PT Sodexo Sinergi Indonesia and took a sample of 54 respondents. While the purpose of the research conducted by the author was to conduct research on a population of 120 employees at PT. Dian Mega Kurnia and took a sample of 92 employees as respondents. Problem Formulation: The influence of compensation, person job fit and work environment on job satisfaction at PT. Dian Mega Kurnia

Research Questions:

1. Does compensation have a significant effect on job satisfaction at PT. Dian Mega Kurnia?
2. Does Person Job Fit have a significant effect on job satisfaction at PT. Dian Mega Kurnia?
3. Does the work environment have a significant effect on job satisfaction at PT. Dian Mega Kurnia?

SDGs Category: Based on the introduction above, this research is included in the eighth SDGs category, namely increasing inclusive and sustainable economic growth, productive and comprehensive employment opportunities and decent work for all.

### RESEARCH METHODS

The research method used in this study is a quantitative method, namely research data in the form of numbers measured using statistical tests related to the problem to be studied. The population in this study were all employees at PT. Dian Mega Kurnia, totaling 120 employees. Furthermore, the sampling technique used the Slovin formula with a Margin of Error of 5% so that a sample of 92 was produced, with the following calculation:

n = Number of Samples  
N = Population Size  
e = Margin Error

It is known  
N = 120  
e = 5%

Calculation:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{120}{1 + (120 \times (0,05)^2)}$$

$$n = \frac{120}{1 + (120 \times 0,0025)}$$

$$n = \frac{120}{1 + 0,3}$$

$$n = \frac{120}{1,3}$$

$$n = 92,30 \rightarrow \text{rounded up to 92 samples}$$

The sampling technique used in determining the number of samples in this study is probability sampling. It is carried out using a simple random sampling method in the observation data collection technique and questionnaires or questionnaires distributed to several respondents at PT Dian Mega Kurnia. Furthermore, in measuring opinions, attitudes, treatments using a Likert scale using a score of 1-5 consisting of 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree), 1 (strongly disagree). The data analysis method in this study uses the SPSS method in its calculations. By conducting validity tests, reliability tests, r-square tests, and hypothesis tests on each variable in the study.

## RESULTS AND DISCUSSION

### Respondent Characteristics

Data validation is used to determine which surveys have been distributed and completed according to instructions. Next is data validation. Based on data review, all questionnaire information is submitted completely and completed according to instructions, and the resulting questionnaire is treated as analysis material. Respondents were taken from a sample of 92 employees of PT. Dian Mega Kurnia.

### Questionnaire Management

The questionnaire was distributed to each respondent, each question item was given the same weight, and each answer was given a value according to its level on a Likert scale using a score of 1-5 consisting of 5 (strongly disagree), 4 (disagree), 3 (neutral), 2 (agree), 1 (strongly agree).

### A. Mean and Standard Deviation

**Table 2. Mean and Standard Deviation**

Variables	Item	Mean	Standard deviation
Compensation	1. The salary given by the company is in accordance with the workload	4.17	0.909
	2. The wages given by the company are in accordance with the workload	4.19	0.892
	3. The company provides holiday allowances	4.20	0.871
	4. Leave rights according to company regulations	<b>4.23</b>	0.881
<i>Person Job Fit</i>	1. The work given is according to ability	4.31	0.850
	2. Able to do the job because it is in accordance with your abilities	4.15	0.863
	3. The work given is in accordance with knowledge	4.04	0.888
	4. Able to do the job because it is in accordance with knowledge	4.30	0.737
	5. Provides opportunities to continue to develop knowledge	4.08	0.872
	6. Enjoying the work being done	4.02	0.901
	7. Jobs are given according to skills	4.57	0.518
	8. Complete work according to skills	<b>4.60</b>	0.490
Work environment	1. The air temperature in the work environment supports task completion	4.45	0.600
	2. Feel safe working in the workplace	4.52	0.523
	3. Lighting in the workplace supports work	4.50	0.524
	4. The workplace atmosphere can provide comfort in working	4.58	0.516
	5. Have a good and supportive work team	<b>4.61</b>	0.510
	6. Relationships with fellow co-workers help in working	<b>4.61</b>	0.488
Job satisfaction	1. The company implements flexible working hours	4.47	0.523
	2. Feel comfortable in carrying out tasks	4.47	0.523

3. Feeling appreciated by coworkers in daily work	4.50	0.544
4. Feel safe while doing work	<b>4.52</b>	0.544

Standard deviation is a value that indicates the level of data dispersion to the average value of the data. The greater the standard deviation value, the more diverse the values in the item or the less accurate the mean, conversely the smaller the standard deviation, the more similar the values in the item or the more accurate the mean. In the compensation variable, item 4 shows the highest mean value of 4.23, which means that employees at PT. Dian Mega Kurnia have given leave rights to employees in accordance with company regulations. However, item 1 has a low mean value, which means that the salary given by the company is still not in accordance with the workload that has been given by the company. Then in the Person Job Fit variable, item 8 shows the highest mean value, which is 4.60, which means that employees at PT. Dian Mega Kurnia have completed their work according to the skills possessed by the employees. However, item 6 has a low mean value, which means that employees still do not like the work done in the company.

In the Work Environment variable, items 5 and 6 show the highest mean value of 4.61, which means that employees at PT. Dian Mega Kurnia already have good coworkers who support each other in their work and can help fellow coworkers. However, item 1 has a low mean value, which means that the air temperature in the work environment still does not support the completion of tasks or work. Then, in the job satisfaction variable, item 4 shows the highest mean value, which is 4.52, which means that employees at PT. Dian Mega Kurnia have felt safe while doing their work. However, items 1 and 2 have low mean values, which means that work hours are less flexible and employees feel less comfortable in carrying out their duties.

### Research Data Analysis

#### 1. Validity Test

Validation test is a test that tests the validity of each item using the SPSS computer program. The requirement for validity test is if Rcount is greater than Rtable then it can be declared valid, namely every question or statement of the researcher is declared valid for the indicator. If rcount is greater than rtable, then it can be declared valid, meaning that every question or statement made by the researcher is declared valid for the indicator. Where rtable is determined by the formula  $df = (n - 2)$  so that  $df = 96 - 2 = 94$ . Then it can be seen from rtable in the vertical table  $94 = 0.2006$  so that the validity value (rcount) of the statement item in the questionnaire  $> 0.2006$  then it is declared valid.

**Table 3 Validity Test Results**

Variables	Item Question	r count	r table	Conclusion
X1	X1.1	0.523		Valid
	X1.2	0.319		Valid
	X1.3	0.344		Valid



	X1.4	0.449		Valid
	X2.1	0.386		Valid
X2	X2.2	0.386		Valid
	X2.3	0.471		Valid
	X2.4	0.220		Valid
	X2.5	0.330	0.205	Valid
	X2.6	0.271		Valid
	X2.7	0.424		Valid
	X2.8	0.442		Valid
	X3	X3.1	0.500	
X3.2		0.476		Valid
X3.3		0.498		Valid
X3.4		0.369		Valid
X3.5		0.536		Valid
X3.6		0.407		Valid
Y	Y1.1	0.538		Valid
	Y1.2	0.483		Valid
	Y1.3	0.518		Valid
	Y1.4	0.573		Valid

Based on the table above, the validity coefficient  $r$  count  $>$   $r$  table is obtained, so it can be stated that the question items for variable X and variable Y are valid and this research can be continued.

### 2. Reliability Test

The reliability test of this study uses Croanbach Alpha, where a measuring instrument can be said to be reliable if the Croanbach Alpha value is  $>$  0.60 and vice versa. The results of the reliability test conducted using the SPSS computer program are presented in the following table:

**Table 4 Reliability Test**

Variables	Cronbach's Alpha	Note
X1	0.604	Reliable
X2	0.693	Reliable
X3	0.650	Reliable
Y	0.658	Reliable

### 3. Partial Test (T-Test)

If the t-test results produce a significance of less than 0.05 ( $\text{sig} < 0.05$ ) and t count  $>$  from t table ( $t$  table = 1.662) then the research hypothesis is accepted. then X1 has an effect on Y and X2 has an effect on Y



**Table 5 Partial Test Results**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)					
	X1	0.364	0.141	0.263	2,591	0.011
	X2	0.331	0.077	0.414	4,312	0,000
	X3	0.282	0.075	0.367	3,749	0,000

#### 4. Determination Coefficient Test (R Square Test)

Formulato calculate the coefficient of determination (KD) is  $KD = r^2 \times 100\%$ . The  $R^2$  value is getting closer to 100%, the greater the influence of all independent variables on the dependent variable.

**Table 6 Results of the Determination Coefficient Test (R Square Test)**

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				
1	0.505a	0.255	0.229	0.991

#### Discussion

##### There is an influence between Compensation and Job Satisfaction

Compensation has a significant positive influence on the Job Satisfaction variable. The results of the study on the Compensation variable are said to have a significant influence on job satisfaction, this is shown in the indicator Leave rights according to company regulations with the highest mean value. This shows that if the compensation received by employees increases, job satisfaction will also increase. Based on Respondents' responses, employees who are given wages according to the workload given by the company will motivate employees and provide job satisfaction so that the company's goals can be achieved. If the company sets high goals with the hope that employees can achieve these targets, then it is a good idea to provide compensation to each employee. Because that way employees will feel enthusiastic about working, so that their work results will also increase and compensation is very necessary to increase employee satisfaction[24].

This study is in line with the study conducted by [25]. This study with the same variables but in different locations found that compensation showed a positive relationship to job satisfaction, but not significant. This study is different from the study conducted by researchers where the majority of respondents agreed that compensation is very necessary in a company because it is an effort to increase productivity and also the vision and mission of a company. Thus, the first hypothesis is accepted, namely that the compensation variable has a positive and significant effect on job satisfaction. This shows that compensation plays an important role in increasing employee job satisfaction.



### **There is an influence between Person Job Fit and Job Satisfaction**

Based on the results of the research calculations, the Person Job Fit variable has a positive influence significant to the Job Satisfaction variable. The results of the study on the Person Job Fit variable are said to have a significant effect on job satisfaction. This is shown in the indicator Completing work according to skills with the highest mean value. The results of this study indicate that Person Job Fit is needed to improve job satisfaction in a company. Through the Person Job Fit indicator, it will be able to create and improve job satisfaction for every employee at PT. Dian Mega Kurnia. To improve employee job satisfaction, it is necessary to pay attention to various factors that can affect the level of employee job satisfaction, one of the factors that can increase job satisfaction is adjusting job characteristics according to the abilities, skills and knowledge possessed by employees. Adjusting the abilities, skills and knowledge of each individual has the potential to strengthen emotional bonds and improve employee work competence in order to remind job satisfaction for each employee.

This study is in line with the study conducted by [26]. This study with the same variables but in different locations found that Person Job Fit did not affect job satisfaction, and was not significant. This study is different from the study conducted by researchers where the majority of respondents agreed that Person Job Fit is very necessary in a company because it is an effort to increase productivity and also the vision and mission of a company. Thus, the second hypothesis is accepted, namely that the Person Job Fit variable has a positive and significant effect on job satisfaction. This shows that Person Job Fit plays an important role in increasing employee job satisfaction.

### **There is an influence between the Work Environment and Job Satisfaction**

The results of the study on the Work Environment variable are said to have a significant effect on job satisfaction. This is shown in the indicators of Having a good and supportive work team and Relationships with fellow co-workers help in working have the same high mean value. The results of this study indicate that the Work Environment is needed to increase job satisfaction in a company. If the work environment is inadequate, the performance of PT. Dian Mega Kurnia employees will also decrease. Likewise, if the work environment is comfortable and adequate, employee performance will also increase. The work environment in

Based on the results of the research calculations, the Work Environment variable has a significant positive influence on PT. Dian Mega Kurnia is inadequate, shown when the researcher came to conduct the research, the work environment in the company was not supportive because the workplace atmosphere was not good. Not only that, the relationship between employees at PT. Dian Mega Kurnia is also not good, it can be seen from the teamwork that is not solid so that employee performance decreases.

This study is in line with the study conducted by [27]. This study with the same variables but in different locations found that there was no significant positive effect partially between the work environment and job satisfaction. This study is different from the study conducted by researchers where the majority of respondents agreed that a supportive work environment is very necessary in doing a job. However, it is different from what happens in companies because the work environment in the company is less

comfortable and the atmosphere in the work environment is inadequate. Company management has not found a solution to solve the problem, so the same problem almost always occurs in the workplace and recurs. Thus, the third hypothesis is accepted, namely that the work environment variable has a positive and significant effect on job satisfaction. This shows that the work environment plays an important role in increasing employee job satisfaction.

### **There is an influence between Compensation, Person Job Fit, Work Environment on Job Satisfaction**

The smaller significance value based on the test results obtained at the same time, this indicates that H1, H2 and H3 are accepted. Thus, compensation, person job fit and work environment have a positive and significant effect on employee performance at PT. Dian Mega Kurnia.

Compensation, Person job fit and work environment have a significant positive effect on job satisfaction. Therefore, as a company director, you must pay attention to the condition of the workplace and the working conditions of employees. If a problem occurs in the company, it must be resolved immediately so as not to interfere with the work of employees so as to provide job satisfaction for employees. For the implications, managers or company representatives approach each employee and build good relationships with all employees. And most importantly, as a company manager, you must be able to create a conducive situation so that all work carried out by employees runs smoothly and is completed on time.

### **CONCLUSIONS**

Based on the results of research conducted at PT. Dian Mega Kurnia by researchers, it can be concluded that:

1. There is an influence between Compensation (X1) and Job Satisfaction (X2). The results of the study show that Compensation has a positive and significant partial influence on employee Job Satisfaction.
2. There is an influence between Person Job Fit (X2) and Job Satisfaction (X2). The results of the study show that Person Job Fit has a positive and significant partial influence on employee Job Satisfaction.
3. There is an influence between the Work Environment (X1) and Job Satisfaction (X2). The results of the study show that the Work Environment has a positive and significant partial influence on employee Job Satisfaction

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