COMPREHENSIVE EVALUATION OF THE EFFECT OF COMPENSATION, WORK ENVIRONMENT CONDITIONS, AND WORKLOAD ON EMPLOYEE JOB SATISFACTION LEVEL: CASE STUDY AT MC'DONALDS SIDOARJO

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Article Info	ABSTRACT
	General Background: Employee job satisfaction is an important factor that affects organizational performance and productivity. In the fast food industry such as McDonald's, job satisfaction is influenced by various factors, including compensation, work environment and workload. **Specific Background:** Employees at McDonald's Sidoarjo have demonstrated varying levels of job satisfaction, making it important to assess how these factors contribute to their satisfaction. **Knowledge Gaps:** Previous research has not fully explored the interaction between compensation, work environment and workload on job satisfaction in fast food chains in developing countries. **Objectives:** This study aims to analyze the effect of compensation, work environment, and workload on employee job satisfaction at McDonald's Sidoarjo. This study uses a quantitative approach by collecting data through distributing questionnaires which are then processed using the SmartPLS 3.2.8 program. The study population consisted of all employees of Mc'Donalds Sidoarjo, namely 105 employees. The sampling technique used was total sampling, where all employees were sampled in this study**. Results:** The research findings reveal that compensation, work environment, and workload have a significant positive influence on job satisfaction.

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INTRODUCTION

The food and beverage industry is one of the vital sectors that support the national economy. In the second quarter of 2022, the food and beverage subsector made the largest contribution to the industrial sector's GDP, reaching IDR 302.28 trillion (34.44%).[1].

One of the food industries in Indonesia is McDonald's. PT Rekso Nasional Food with the McDonald's brand is a large company operating in the fast food sector. In 2020 McDonald's is very popular from various countries, and is in the top 20 global brands. Until now, PT Rekso Nasional Food McDonalds has opened approximately 200 outlets that have spread in various cities. In Indonesia, which is supported by more than 14000 employees throughout Indonesia.[1].

The object of this research is job satisfaction at Mc'Donald's Sidoarjo. Where one of the important human resource elements in building a company is job satisfaction. Job satisfaction is an employee's attitude towards work, cooperation, rewards, and physical and psychological factors, with the hope of getting satisfaction from the workplace.[2]. Where in Mc'Donalds Sidoarjo some employees feel that their job satisfaction has decreased due to gaps in the compensation system given to employees, there are poor working relationships between employees and there is a workload where employees must be placed in all sections. The decline in job satisfaction can be seen in the table below:

Table 1. Employee Tardiness Data May-August 2024

Month	Number of Employees	Delay	Percentage of Delay
May	105 People	2 People	1,9 %
June	105 People	3 People	2,8 %
July	105 People	5 People	4,8 %
August	105 People	8 People	7,6 %

Source: HRD processed data, 2024

Table 1 shows that the data shows employee tardiness from May to August. It is known that in May there were 2 people who were late with the percentage of tardiness obtained of 1.9%, in June there were 3 people who were late, with the percentage of tardiness obtained of 2.8%, in July there were 5 people who were late with a percentage of tardiness of 4.8% and in August there were 8 people who were late with a percentage of tardiness of 7.6%. Employee tardiness can reduce job satisfaction. This happens because employees who are late will receive strict sanctions from the company, which in turn has an impact on their job satisfaction. Therefore, the company must pay more attention to these components, one of which is compensation, work environment, and workload.[3].

Compensation is one of the factors that can affect employee job satisfaction. Employees are given compensation as a reward for their performance in achieving organizational goals, this compensation can be in the form of rewards given directly or indirectly, and can be financial or non-financial, with the aim of providing fair rewards to employees.[3] Workers will expect appropriate compensation when given an

increasing workload.[4]. The higher the compensation received by employees, the higher their position, status, and fulfillment of their needs, so that their job satisfaction also increases.[5].

In addition, the work environment is also one of the factors that affect job satisfaction. Where when job satisfaction is good, the work environment will be good too. The work environment is defined by a situation around the work location, both in physical and non-physical form, which creates a safe, calm and peaceful impression so that it can make employees feel at home in carrying out their duties.[6]. A positive, safe, and healthy work environment can affect employee productivity. A comfortable environment includes leaders who are friendly to workers, friends or coworkers who are kind, fulfillment of workers' needs such as comfortable work space, production machines that operate according to capacity, and other supporting needs.[7].

Workload can also affect job satisfaction. Workload can be interpreted as a job that exceeds a person's capacity which can result in high tension and stress for employees.[8]. Workload adversely affects worker safety and health and has a significant impact on human resource performance.[9]. With the decline in employee quality and employee satisfaction caused by too high workload, it will cause work stress for employees [8]. [8]. employees who are not satisfied with their jobs, the company will face long-term and short-term losses. [10].

The study was conducted with the aim of examining the importance of compensation, work environment, and workload on job satisfaction at McDonald's Sidoarjo in order to foster productivity levels, and the long-term success of the Company. The more compensation increases, the better the work environment and the workload decreases, the higher the company's productivity and the higher the quality of human resources. Therefore, job satisfaction is an important thing that must be considered by the company, because the success of a company or organization lies in the human resources within it.

This study has a gap in respondent differences where job satisfaction in research [4] using umkm workforce respondents, in contrast to this research which focuses on the productive workforce of the food industry. The difference in work standards is what is the research gap in this study. In this study using gaps in previous research[4] by using non-probability sampling techniques in sampling. Whereas in this study using total sampling with data collection obtained from the results of questionnaire calculations using a Likert scale of 1-5. [10] using the SPSS (Stastistical Package for the Social Sciences) data processing program, while in this study using SmartPLS.

METHODS

In this study using quantitative research in the form of numbers and statistics to determine the effect of compensation, work environment, workload on job satisfaction. The population in this study were all employees, totaling 105 people. While the sample

used is the Total Sampling Technique, which takes all employees totaling 105 people, which is located on Jalan Puri Surya Jaya Jl. Taman Gerbang Utama Kav 1, 61254, Sruni, East Java.

Primary data sources are the data sources used in this study. Where the primary data is obtained from the first source, namely McDonald's Sidoarjo employees by filling out questionnaires by respondents. Through this data will be managed using SmartPLS. And the technique in data analysis used is the Outer Model. In addition, the data used is the outer inner test.

RESULT AND DISCUSSION
Descriptive analysis
Descriptive statistics are used to explain respondents' responses based on the results of distributing questionnaires for each element in each variable.
Descriptive respondents based on gender.
The identity of respondents based on gender can be found in Table 4.1. which in the table shows that there are 105 respondents stated:

Table 2. Gender Identity of Respondents

Gender	Total	Percentage (%)
Male	62	59%
Female	43	41%
Total	105	100%

Source: data processed SmartPLS 3.0 (2024).

Based on Table.1 above, it shows that there are around 62 male respondents and around 43 female respondents. So that the table can show that employees at Mc'Donalds between gender and female there is a much different difference.
Descriptive of respondents based on age group
The characteristics of respondents based on age are presented in Table 2.

Table 3. Characteristics based on age

Last Education	Total	Percentage (%)
SMA/SMK	58	55,2%
D1	3	2,9%
D3	23	21,9%
S1	17	16,2%
S2	4	3,8%
Total	105	100%

Source: data processed *SmartPLS 3.2.8 (*2024).

Based on the table listed above, it shows that there are respondents aged <20 years with a total frequency of 10, respondents aged 21-30 years with a total frequency of 51 years, respondents aged 31-40 years with a total frequency of 22, respondents aged 41-50 years with a total frequency of 13, and respondents aged> 50 years with a total frequency of 9. This means that the majority of respondents have ages in the productive period.

Description of respondents based on length of work.

Table 4 Characteristics based on length of service

Age	Frequency	Percentage
<1 year	18	17,1%
1-5 years	43	41%
6-10 years	26	24,8%
10-15 years	9	8,6%
>15 years	9	8,6%
Total	105	100%

Source: data processed SmartPLS 3.0 (2024).

Based on the table listed above, it shows that there are respondents around 58 respondents with their last education SMA / SMK, 3 respondents with their last education D1, 23 respondents with their final education D3, 17 respondents with their final education S1 and 4 respondents with their final education S2.

Descriptive of respondents based on age group

The characteristics of respondents based on age are presented in Table 5.

Table 5. Characteristics by Age

Age	Frequency	Percentage (%)
<20 years	9	8,6%
21-30 years old	59	56,2%
31-40 years old	24	22,9%

41-50 years old	10	9,5%
>50 years	3	2,9%
Total	105	100%

Source: data processed SmartPlS 3.2.8 (2024).

Based on the table listed above, it shows that there are respondents aged <20 years with a total frequency of 9, respondents aged 21-30 years with a total frequency of 59 years, respondents aged 31-40 years with a total frequency of 24, respondents aged 41-50 years with a total frequency of 10, and respondents aged> 50 years with a total frequency of 3.

This means that the majority of respondents have ages in the productive period.

Description of respondents based on length of work.

Characteristics of respondents based on length of work are presented in Table 6.

Table 6: Characteristics based on length of service

Age	Frequency	Percentage
<1 year	20	19%
1-5 years	23	21,9%
6-10 years	47	44,8%
11-15 years	11	10,5%
>15 years	4	3,8%
Total	105	100%

Source: data processed SmartPLS 3.2.8 (2024).

Based on the table listed above, it shows that respondents with age <1 year with a frequency of 20, respondents with working age 1-5 years with a frequency of 23 years, respondents with age 6-10 years with a frequency of 47, respondents with working age 11-15 years with a frequency of 11, and respondents with working age >15 with a frequency of 4.

Description of respondents based on employment status.

Characteristics of respondents based on employment status are presented in Table 7.

Table 7. Characteristics based on employment status

Working Status	Frequency	Percentage
Permanent employees	48	45,7%
Contract Employee	52	49,5%
Internship	5	4,8%
Total	110	100%

Source: data processed SmartPLS 3.2.8 (2024).

Based on the table listed above, it shows that there are employee work statuses with a frequency of 41, respondents with contract employee work statuses with a frequency of 52, and respondents whose work status is an intern with a frequency of 5.

RESEARCH RESULTS
Outer Model Calculation

Table 8. Loading Factor Value

Indicator	Compensation (X1)	Work Environment (X2)	Workload (X3)	Job Satisfaction (Y)
X4.1	1.000			
X2.4		0.826		
X2.6		0.843		
X2.8		0.837		
X3.1			0.758	
X3.3			0.825	
X3.4			0.795	
X3.5			0.827	
Y.1				0.841
Y.2				0.818
Y.4				0.750
Y.5				0.783
Y.6				0.793
Y.7				0.750

Source: Data processed SmartPLS 3.2.8 (2024)

Based on table 5, it shows the loading factor value of each indicator on the variable. In testing outer loading, all indicators have a loading factor value> 0.7. This shows that all indicators are declared valid because they meet the correlation value.

Table 9.

Variables	Avarage Variance Extracted	Description
Compensation (X1)	1.000	Valid
Work Environment (X2)	0.698	Valid
Workload (X3)	0.643	Valid
Job Satisfaction (Y)	0.624	Valid

Source: data processed SmartPLS 3.2.8 (2024).

Based on table 6 above, the AVE value of each variable shows a number> 0.50. thus, all variable indicators can be used to measure the variance of the indicators of these

variables can be used to measure the variance of the indicators supported by the construct, so that the AVE value shows good convergent validity.

Table 10. Results of discriminant validity

Variables	X1	X2	X3	Y
Compensation (X1)	1.000			
Work Environment (X2)	0.412	0.835		
Workload (X3)	0.605	0.617	0.802	
Job Satisfaction (Y)	0.589	0.701	0.669	0.790

Source: data processed SmartPLS 3.2.8 (2024).

Based on table 7, the cros loading value on discriminant validity above is compared with AVE with the square of the correlation value between constructs, if the correlation between indicators and constructs is higher than the correlation with constructs higher than other constructs, this model is declared valid because it meets discriminant validity.

Table 11. Test Results of Reliability and Composite and Croncbach's Alpha

Variables	Cronbach's Alpha	Composite Reliablity
ompensation	1.000	1.000
Work Environment	0.785	0.874
Workload	0.818	0.878
b Satisfaction	0.879	0.909

Source: data processed SmartPLS 3.2.8 (2024).

Based on table 11. Shows that the Cronbach's Alpha and Composite Realibility values are greater than 0.7 in reliability testing. This shows that the variables of compensation, work environment, workload can be considered reliable.

Significant testing or bootstrapping aims to provide a significant value of each indicator of the dependent variable construct, namely compensation, work environment, and workload which can be seen in the figure below:
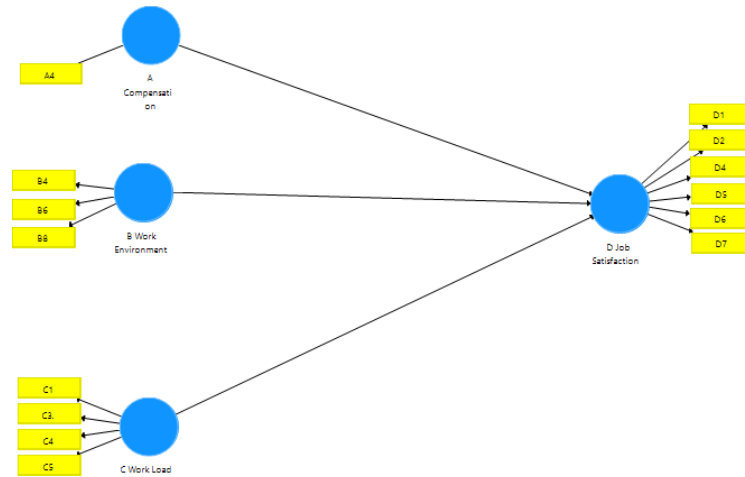
Figure 3. Bootstrapping

Inner Model Testing
R-Square

Table 12. Inner Model (R-Square Test)

Variables	R-Square (R2)	Adjusted R Square
Job Satisfaction	0.625	0.614

Source: data processed SmartPLS 3.2.8 (2024).

Based on table 12, it can be said that the endogenous variable (Job Satisfaction) with an R Square value of 0.625, which means that the compensation, work environment, and workload variables are able to explain job satisfaction by 63%. Where 37% can affect other variables not examined in this study.

Result of Inerr Weight Direct Influence

Table 13. Inner Weight

	Originl Sample (O)	Sample Mean (M)	Sample Mean (STDEV)	T Statistics (O/STDEV)	P Values
X1->Y	0.264	0.250	0.106	2.488	0.013
X2->Y	0.448	0.453	0.104	4.305	0.000
X3->Y	0.233	0.257	0.104	2.233	0.026

Source: data processed SmartPLS 3.2.8 (2024).

From the table it can be concluded that the hypothesis :
1. Compensation has a positive effect on job satisfaction with a T Statistics value of 2.488. Where P-Values = 0.013 is smaller than the value of α = 0.05 (5%)
2. Work Environment has a positive effect on job satisfaction with a T Statistics value of 4.305. Where P-Values = 0.000 is smaller than the value of α = 0.05 (5%).
3. Workload has a positive effect on job satisfaction with a T Statistics value of 2.233 where the P-Values = 0.000 is smaller than the value of α = 0.05 (5%).

H1: The Effect of Compensation on Job Satisfaction

Based on the results of the analysis that has been done, it shows that compensation has a significant positive effect on job satisfaction in Mc'Donalds Sidoarjo employees. The higher the compensation received and the fairer the compensation given to employees, the more it will foster employees' feelings of pleasure towards their work so that it will increase work productivity. The results of this study are in line with research [6];[11];[12];[13];[14] which states that compensation has a positive effect on job satisfaction. And not in line with research [5] which states that compensation has a negative effect on job satisfaction.

This proves that the rewards and rewards given to employees immaterially in the form of facilities, recognition, and appreciation have the greatest contribution in influencing employees to feel satisfied with the company. This is supported by the majority of respondents who agree that the provision of recognition, appreciation and also the facilities provided by the company will increase job satisfaction, motivation towards

the company. This can also be supported by the majority of respondents in Mc'Donalds Sidoarjo employees where contract employees who receive non-financial compensation, such as awards, career development, and work flexibility, tend to feel a higher level of job satisfaction. This suggests that attention to employee welfare through non-financial support can increase motivation and loyalty, even in the midst of non-permanent employment status. This is supported by the majority of respondents in Mc'Donalds Sidoarjo employees that the characteristics of respondents with most of their latest education are high school / vocational high school who may think only practical, namely in the form of non-financial compensation only.

H2 : Effect of Work Environment on Job Satisfaction

Based on the results of the analysis that has been obtained, it shows that the work environment has a significant positive effect on job satisfaction. This proves that the more conducive the situation and the availability of complete tools can foster employees' feelings of pleasure towards work. Because with conducive conditions and supportive tools, employees can feel more comfortable and motivated, which in turn increases their productivity and job satisfaction. The results of this study are in line with research [7];[15];[16];[24];[27] which states that the work environment has a positive and significant effect on job satisfaction. And not in line with research [25] which states that the work environment has no positive effect on job satisfaction.

The work environment is built by indicators [18] among others: The largest contribution is in the indicator of the availability of work facilities. this proves that with the majority of respondents agreeing that if adequate work facilities are available, employees will feel more comfortable and motivated in carrying out their duties. This can also be supported by the majority of respondents in Mc'Donalds Sidoarjo employees whose length of service is more than 5 years and above because with a longer working period they also tend to prioritize these facilities because they are considered to increase comfort and productivity at work.

H3: Effect of Workload on Job Satisfaction

Based on the results of the analysis that has been obtained, it shows that workload has a significant positive effect on job satisfaction. This can prove that there is an interaction between task demands and work ability in employees at McDonalds Sidoarjo so that it can cause a feeling of pleasure towards their work to decrease. The results of this study are in line with research [3];[9];[21] which states that workload has a positive effect on job satisfaction. And not in line with research[10] which states that workload has a negative effect on job satisfaction.

Workload is built by indicators [22] : time workload, mental workload and psychological workload. The largest contribution is in the mental effort load indicator. this proves that with the majority of respondents agreeing, there is a mental effort load on the work done. This can also be supported by the majority of respondents at Mc 'Donals

Sidoarjo aged 21-30 are productive age employees who often face high pressure due to job demands, career development, and adjustment to a competitive work environment.

CONCLUSION

This study underscores the **fundamental finding** that compensation, work environment, and workload significantly and positively influence employee job satisfaction at McDonald's Sidoarjo. These results highlight the importance of providing both financial and non-financial compensation, fostering a positive work environment, and maintaining a clear and manageable workload to enhance satisfaction levels among employees. The **implication** of these findings suggests that managers in the fast-food industry should prioritize holistic strategies that address these factors to improve employee well-being and, consequently, organizational performance. However, a notable **limitation** of this study is its focus on a single fast-food chain in a specific geographical location, which may limit the generalizability of the results to other settings or industries. For **further research**, it is recommended to include additional variables such as career development opportunities, leadership style, and organizational culture, as well as expand the study to other regions or countries for a more comprehensive understanding of job satisfaction dynamics in the fast-food industry.

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