

# THE INFLUENCE OF WORK ENVIRONMENT, WORK MOTIVATION, AND COMPENSATION ON JOB SATISFACTION OF GENERATION Z IN JABODETABEK

Jonathan J. Susilo<sup>1</sup>, Joyce A. Turangan<sup>2\*</sup>

<sup>1,2</sup> Faculty of Economics and Business, Universitas Tarumanagara, Jakarta, Indonesia  
Email: joycet@fe.untar.ac.id

\*Corresponding Author

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## ABSTRACT

Currently the world of work is seeing a major transformation with the entry of Generation Z workers who have begun to enter the world of work. Generation Z itself has unique characteristics and is different from previous generations. Job satisfaction is of course one of the things that is very important for workers because job satisfaction will affect the performance of the worker. The purpose of this research is to determine the influence of the work environment, work motivation, and compensation on Generation Z job satisfaction in Jabodetabek. The total samples obtained were 251 samples obtained using the non-probability sampling method, namely purposive sampling. The data that has been obtained is then processed using structural equation modelling (SEM) analysis which will be processed using SmartPLS software. The results of this study shows that work environment, work motivation, and compensation have a positive and significant effects on job satisfaction of Generation Z. The conclusion is that work environment, work motivation, and compensation all have an effect on Generation Z job satisfaction in Jabodetabek.

**Keywords:** *Work Environment, Work Motivation, Compensation, Job Satisfaction*

## 1. INTRODUCTION

Generation Z is known to be as the generation that is most oriented towards achievement compared to the previous generations. Also compared to the previous generations, Generation Z also enjoys better economic prosperity, higher levels of education, and is more diverse overall. Managing Generation Z worker's expectations is also very crucial to Generation Z worker's job satisfaction. Almost all Generation Z have their own ideals about where they'll work, aside from that Generation Z also really likes flexibility in their work overall. Generation Z themselves like flexibility and freedom to encourage their own productivity at work, aside from that financial compensation also plays a crucial role for Generation Z (Schroth, 2019).

Work environment will influence job satisfaction by providing sufficient facilities for the workers (Taheri et al., 2020). Work motivation has a positive influence on workers job satisfaction as workers that have a sense of motivation in doing their work will sense a satisfaction in carrying out their work (Wuwungan et al., 2017). Lastly, compensation is also an important thing as compensation itself is a sensitive matter in worker relations (Harahap & Khair, 2019).

Generation Z has different characteristics from previous generations, so employers must pay attention to several things that can influence their satisfaction at work. The problem formulation is obtained as follows:

(1) Does the work environment have an influence on Generation Z's job satisfaction in Jabodetabek?

- (2) Does the work motivation have an influence on Generation Z's job satisfaction in Jabodetabek?
- (3) Does compensation have an influence on Generation Z's job satisfaction in Jabodetabek?

This research is conducted to find out the influence of work environment, work motivation, and compensation on Generation Z's job satisfaction specifically in Jabodetabek. Also, this research aims to help companies getting ready to face the Generation Z workforce.

Equity theory says that employees have the motivation to maintain the level of fairness obtained in their work. If they feel they're being treated unfairly, then their motivation will also decrease and will cause their job satisfaction to decrease. Employees tend to compare things such as compensation or treatment that they received with their co-workers (Nurhasan et al, 2022). Employees could lose their work motivation and reduce their seriousness level when they felt that they're not rewarded fairly (Ryan, 2015). Equity theory describes employee's job satisfaction, where the treatment they receive starting from their work environment, work motivation, and compensation they receive will influence their job satisfaction.

### **Work Environment**

Taheri et al. (2020) said that work environment is divided into two areas, the physical condition of the work takes priority, followed by the social environment. Taheri et al. (2020) found that there was a significant influence between the work environment and job satisfaction. Wuwungan et al. (2017) said that work environment is everything that can influence employee satisfaction in carrying out work to achieve optimal work results and also found out that there's a positive and significant influence between work environment and job satisfaction. Aoliso and Lao (2018) believes that work environment does not carry out the production process in the company, but work environment has a direct impact on the workers who carry out the production process, the research found that there's a positive and significant influence between the work environment and job satisfaction. According to Irma and Yusuf (2020) work environment plays an important role in creating and increasing employee job satisfaction and satisfied employees will be more loyal to the organization, therefore they can carry out their duties and responsibilities well.

### **Work Motivation**

Ali and Anwar (2021) said as far as meeting individual workers' needs, work motivation can be caused by work, efforts of other people to motivate someone, and also by oneself, the results show that there's a positive and significant effect between work motivation and job satisfaction. Wuwungan et al. (2017) believes that work motivation itself is one of the factors that determines the level of employee performance and found that there's a positive and significant influence between work motivation and job satisfaction. Hakim and Muhdi (2019) said that the definition of work motivation is a process carried out to motivate someone so that their behaviour can be directed towards achieving the predetermined goals and the research result shows that work motivation has a significant influence on job satisfaction. Meanwhile Parimita et al. (2018) that work motivation is a motivation that comes from within or outside a person to do something to attain certain goals, the research result also shows that there's a positive and significant influence between work motivation and job satisfaction.

### **Compensation**

Prawira (2020) suggested that compensation can be understood as remuneration which can be in form of salary or other things given by an organization to its employees for the results of their work and the employee's contribution to the organization through the work they do and found

that there's a partially significant influence of compensation on job satisfaction. Harahap and Khair (2019) argued that compensation means all types of rewards given to the employee, whether in the form of money or non-monetary, which are given appropriately and fairly to employees according to their contribution to achieving company goals, the research shows that compensation has no significant effect on job satisfaction. Azhar et al. (2020) said that compensation is a reward for employee that has been determined in advance so that employees know exactly the amount of compensation they will receive and found that there's a partially positive and significant influence between compensation and job satisfaction. Lastly Parimita et al. (2018) believes that compensation is any form of reward or remuneration given by a company and received by employees for the work they have done, such as monetary donations, provision of equipment, facilities, and job opportunities, the research result shows that there's a positive and significant effect between compensation and job satisfaction.

### **Job Satisfaction**

According to Hasibuan (2017, as cited in Permedi, 2019) job satisfaction is an emotional attitude of joy, love for work, this attitude is manifested in work ethic, discipline and work efficiency at work. Taheri et al. (2020) believes that job satisfaction is cohesion associated with physiological, psychological and environmental conditions to carry out a specified role. Saputra (2022) said that job satisfaction is defined as an employee's positive attitude which includes feelings and behaviour towards their work responsibilities by assessing work as a feeling of being appreciated because they have achieved important values in work. Hakim and Muhdi (2019) stated that job satisfaction is an expression of joy of what a person feels about their role or job and is also the result of the form of interaction between the individual and the work environment when a person finds joy in their work.

### **Relevant Research**

Table 1. Relevant Research

<b>Relevant Research</b>
Title: Impact of Working Environment on Job Satisfaction Author and year: R.H. Taheri, Md.S. Miah, Md. Kamaruzzaman (2020) Journal: EJBMR, European Journal of Business and Management Research Data processing method: SPSS Ver. 25, Correlation Analysis Major findings: There is a significant influence between the work environment and job satisfaction.
Title: An Empirical Study of Employees' Motivation and its Influence Job Satisfaction Author and year: B.J. Ali, G. Anwar (2021) Journal: International journal of Engineering, Business and Management (IJEEM) Data processing method: Correlation Analysis Major findings: There is a significant positive influence of motivation, compensation as motivation, incentives as motivation, and recognition on job satisfaction.
Title: Pengaruh Kompensasi, Kepemimpinan dan Fasilitas Kerja Terhadap Kepuasan Kerja Pegawai Author and year: I. Prawira (2020) Journal: Maneggio: Jurnal Ilmiah Magister Manajemen Data processing method: Multiple linear regression analysis Major findings: There is a partially significant influence of compensation, leadership, and work facilities on job satisfaction.
Title: Pengaruh Kepemimpinan Dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja Author and year: D.S. Harahap, H. Khair (2019) Journal: Maneggio: Jurnal Ilmiah Magister Manajemen Data processing method: SPSS Ver. 24, Path Analysis Major findings: There is a significant influence of leadership and compensation on work motivation. There is a significant influence of leadership on job satisfaction. Meanwhile, compensation has no significant effect on job satisfaction. Also, that work motivation has no significant effect on job satisfaction. Leadership and compensation have a direct effect on job satisfaction, not necessarily through work motivation variables.

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Title: Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Taspen (PERSERO) Kantor Cabang Kupang

Author and year: A. Aoliso, H. Lao (2018)

Journal: BISMAN, Jurnal Bisnis & Manajemen

Data processing method: SPSS Ver. 16, simple regression analysis

Major findings: There is a significant positive influence of the work environment on job satisfaction.

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Title: Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kepuasan Kerja Karyawan

Author and year: M.E. Azhar, D.U. Nurdin, Y. Siswadi (2020)

Journal: Jurnal Humaniora

Data processing method: Multiple linear regression

Major findings: Partially there is a significant positive influence on the variables of work discipline and compensation on job satisfaction. Meanwhile, together work discipline and compensation have a significant positive effect on job satisfaction.

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Title: Pengaruh Kompensasi, Lingkungan Kerja dan Beban Kerja Terhadap Kepuasan Kerja Karyawan

Author and year: A.A. Saputra (2022)

Journal: Technomedia Journal (TMJ)

Data processing method: Partial Least Square (PLS)

Major findings: There is a significant positive influence of the work environment on job satisfaction. Meanwhile, workload and compensation have a negative and insignificant effect on job satisfaction.

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Title: Pengaruh Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai

Author and year: A. Irma, M. Yusuf (2020)

Journal: Jurnal Manajemen

Data processing method: SPSS For Windows

Major findings: There are results that are significant between the work environment and employee job satisfaction.

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Title: Pengaruh Motivasi Kerja dan Kompensasi Terhadap Kepuasan Kerja Guru SMK Swasta di Wilayah Timur Kabupaten Pematang

Author and year: A.R. Hakim, Muhdi

Journal: Jurnal Pendidikan Ilmu Sosial

Data processing method: Simple linear regression analysis

Major findings: There is a significant influence of motivation and compensation on job satisfaction. Apart from that, motivation and compensation also jointly influence job satisfaction.

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Title: Pengaruh Motivasi Kerja dan Kompensasi Terhadap Kepuasan Kerja Pada Karyawan PT Tridaya Eramina Bahari

Author and year: W. Parimita, S. Khoiriyah, A.W. Handaru (2018)

Journal: Jurnal Riset Manajemen Sains Indonesia (JRMSI)

Data processing method: Descriptive analysis

Major findings: There is a significant positive influence of motivation and compensation on job satisfaction.

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## **Conceptual Framework**

The work environment of a workplace needs to fulfill certain things to make employees comfortable working in the workplace, this will also influence the level of employee job satisfaction because with employees who feel safe and comfortable working in the workplace, employees will of course feel satisfied and also Employees will have the intention to work better. Work motivation is directly related to job satisfaction, employees who have good work motivation will certainly have good job satisfaction too. The more motivated employees are in doing their work, the higher their job satisfaction will be.

Compensation is very important for employees and is one of the reasons why people work. The amount of compensation received by employees in accordance with their competencies will certainly increase their job satisfaction. The higher the compensation received, the higher the job satisfaction they will feel because employees will feel comfortable and safe with the compensation they receive.

An employee will feel satisfied at work if his daily needs and also his needs at work are met, apart from that there are also things that make employees motivated to do their work. Based on this, the research model in this study is as follows:

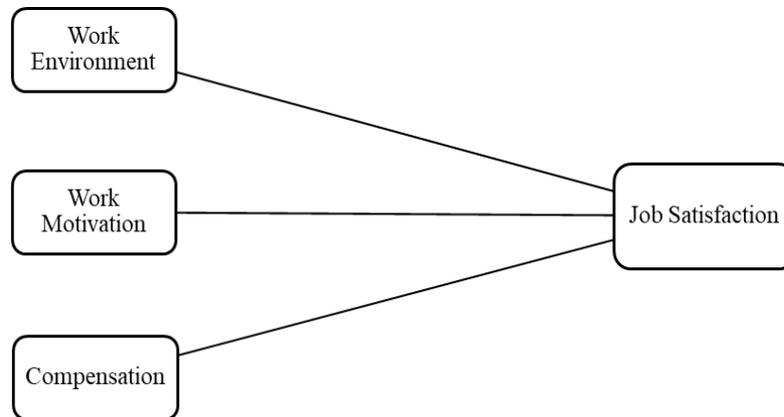


Figure 1. Research Model

This study uses primary data by distributing questionnaires with Google Forms to Generation Z in Jabodetabek with Facebook, WhatsApp, Instagram, Discord, and Line as the platform which the questionnaires get distributed to and then respondents will answer the statement about work environment, work motivation, compensation, and job satisfaction. Referring to the Equity Theory, it's expected that respondents who receives better work environment, work motivation, and compensation would have better job satisfaction. Therefore, the hypothesis in this study was developed as follow:

H<sub>1</sub>: Work environment has a positive influence on Generation Z job satisfaction in Jabodetabek.

H<sub>2</sub>: Work motivation has a positive influence on Generation Z job satisfaction in Jabodetabek.

H<sub>3</sub>: Compensation has a positive influence on Generation Z job satisfaction in Jabodetabek.

## 2. RESEARCH METHOD

The population in this covers Generation Z who live in Jabodetabek and have received a salary. This research uses a non-probability sampling method using purposive sampling. Due to the large population size of Generation Z, the researchers decided to take 251 respondents for this research. The data was collected by questionnaires that was distributed through Google Forms from 15<sup>th</sup> November 2023 to 8<sup>th</sup> December 2023. The data analysis technique used on this research is quantitative analysis using smartPLS.

## 3. RESULTS AND DISCUSSIONS

### Outer Model Testing

This other model testing aims to test the relationship between the indicators on every variable.

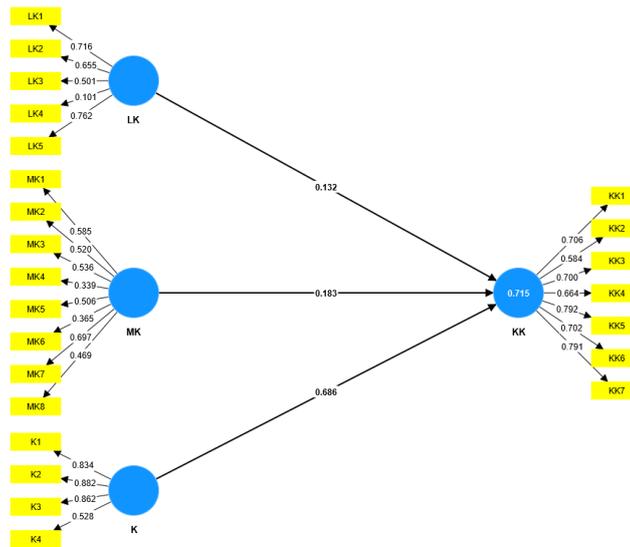


Figure 2. Outer Model Before Indicator Elimination

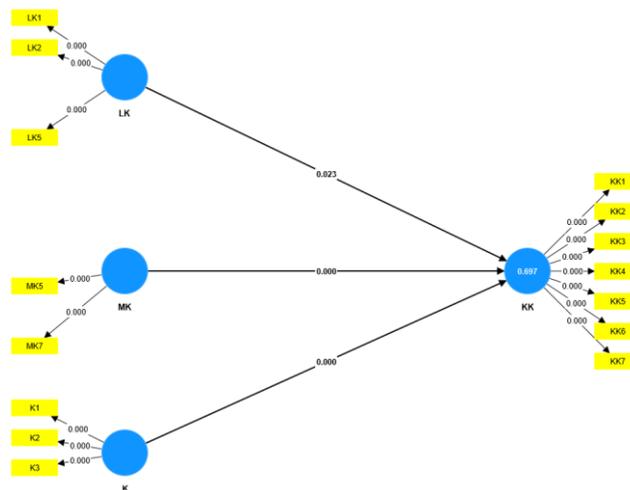


Figure 31 Outer Model After Indicator Elimination

### Convergent Validity Analysis Results

Validity test aims to measure whether a questionnaire is valid or invalid. According to Ghazali (2018) indicators in a questionnaire are said to be valid if the questionnaire can reveal what the questionnaire aims to measure. In this research the significance test requires a significance value of  $>0.5$ , an item will be considered valid if the significance value is more than or equal to 0.5. If each variable shows a result, namely an AVE value of more than  $>0.5$ , it is said that each variable studied has passed the convergent average variance extracted (AVE) validity test.

Table 2. Results of Loading Factor Analysis Before Indicator Elimination

Item	LK	MK	K	KK
LK1	0.716			
LK2	0.655			
LK3	0.501			
LK4	0.101			
LK5	0.762			

MK1	0.585	
MK2	0.520	
MK3	0.536	
MK4	0.339	
MK5	0.506	
MK6	0.365	
MK7	0.697	
MK8	0.469	
K1		0.834
K2		0.882
K3		0.862
K4		0.528
KK1		0.706
KK2		0.584
KK3		0.700
KK4		0.664
KK5		0.792
KK6		0.702
KK7		0.791

Table 3. Results of Loading Factor Analysis After Indicator Elimination

Item	LK	MK	K	KK
LK1	0.727			
LK2	0.648			
LK5	0.795			
MK5		0.579		
MK7		0.905		
K1			0.849	
K2			0.907	
K3			0.877	
KK1				0.706
KK2				0.579
KK3				0.691
KK4				0.661
KK5				0.796
KK6				0.711
KK7				0.791

Table 4. AVE Analysis Results Before Indicator Elimination

Variable	Average Variance Extracted (AVE)
Work Environment	0.357
Work Motivation	0.264
Compensation	0.624
Job Satisfaction	0.502

Table 5. AVE Analysis Results After Indicator Elimination

Variable	Average Variance Extracted (AVE)
Work Environment	0.526
Work Motivation	0.577

Compensation	0.771
Job Satisfaction	0.502

All variables in this research have an average variance extracted value above 0.5. Therefore, the variables used in this research are valid.

### Discriminant Validity Analysis Results

Testing of discriminant validity in this research can be seen from the results of the cross loadings analysis in Table 6 and the heteroit-monotrait ratio (HTMT) in Table 8. The following are each indicator construct which can be seen in Table 6.

Table 6. Cross Loadings Analysis Results Before Indicator Elimination

Item	LK	MK	K	KK
LK1	0.716	0.344	0.328	0.342
LK2	0.655	0.209	0.321	0.319
LK3	0.501	0.214	0.176	0.194
LK4	0.101	0.014	0.095	-0.008
LK5	0.762	0.478	0.337	0.478
MK1	0.170	0.585	0.146	0.189
MK2	0.199	0.520	0.237	0.212
MK3	0.189	0.536	0.130	0.209
MK4	0.104	0.339	0.056	0.055
MK5	0.208	0.506	0.113	0.244
MK6	0.084	0.365	-0.005	0.038
MK7	0.515	0.697	0.343	0.464
MK8	0.189	0.469	0.120	0.201
K1	0.445	0.299	0.834	0.721
K2	0.376	0.327	0.882	0.702
K3	0.348	0.282	0.862	0.655
K4	0.203	0.182	0.528	0.434
KK1	0.373	0.349	0.556	0.706
KK2	0.244	0.315	0.421	0.584
KK3	0.290	0.256	0.562	0.700
KK4	0.373	0.377	0.520	0.664
KK5	0.428	0.298	0.755	0.792
KK6	0.483	0.487	0.490	0.702
KK7	0.409	0.371	0.646	0.791

Table 7. Cross Loadings Analysis Results After Indicator Elimination

Item	LK	MK	K	KK
LK1	0.727	0.304	0.332	0.343
LK2	0.648	0.181	0.294	0.319
LK5	0.795	0.583	0.356	0.482
MK5	0.198	0.579	0.109	0.245
MK7	0.533	0.905	0.349	0.469
K1	0.450	0.291	0.849	0.722
K2	0.385	0.316	0.907	0.703

K3	0.350	0.275	0.877	0.654
KK1	0.389	0.289	0.549	0.706
KK2	0.265	0.275	0.395	0.579
KK3	0.290	0.258	0.510	0.691
KK4	0.357	0.358	0.506	0.661
KK5	0.433	0.308	0.765	0.796
KK6	0.500	0.598	0.488	0.711
KK7	0.397	0.360	0.635	0.791

Table 8. Heteroit-Monotrait Ratio Analysis Results Before Indicator Elimination

Variable	K	KK	LK	MK
K				
KK	0.982			
LK	0.641	0.676		
MK	0.379	0.519	0.639	

Table 9. Heteroit-Monotrait Ratio Analysis Results After Indicator Elimination

Variable	K	KK	LK	MK
K				
KK	0.922			
LK	0.647	0.755		
MK	0.588	0.927	1.077	

Description: Work environment (LK), work motivation (MK), compensation (K), job satisfaction (KK).

### Reliability Test

Reliability test is a test to measuring a questionnaire which is an indicator of the variables to be studied. A questionnaire can be said to be reliable if the answers to the statements are consistent or stable over time and there is no change. The questionnaire is said to be reliable if Cronbach's alpha >0.6 and is said to be unreliable if Cronbach's alpha <0.6 (Wim et al., 2008).

Table 10. Cronbach's Alpha Analysis Results Before Indicator Elimination

Variable	Cronbach's Alpha
Work Environment	0.546
Work Motivation	0.662
Compensation	0.786
Job Satisfaction	0.833

Table 11. Composite Reliability Analysis Results Before Indicator Elimination

Variable	Composite Reliability
Work Environment	0.627
Work Motivation	0.646
Compensation	0.826
Job Satisfaction	0.846

Table 12. Cronbach's Alpha Analysis Results After Indicator Elimination

Variable	Cronbach's Alpha
Work Environment	0.699
Work Motivation	0.733
Compensation	0.865
Job Satisfaction	0.875

Table 13: Composite Reliability Analysis After Before Indicator Elimination

Variable	Composite Reliability
Work Environment	0.768
Work Motivation	0.722
Compensation	0.910
Job Satisfaction	0.875

All variables in this research have Cronbach's alpha and composite reliability values above 0.6. Therefore, the variables in this research are reliable.

### First Hypothesis Test

H1: The work environment has a positive influence on Generation Z job satisfaction in Jabodetabek.

From the results of the first hypothesis test in table 4.13 below, it can be seen that the work environment has a path coefficient of 0.741, which means positive. The p-value also shows a value of 0.023, which means the work environment has a significant influence because the p-value has a value below 0.05. Meanwhile, the f-square work environment shows a value of 0.037, which means it has a small influence on the job satisfaction of Generation Z in Jabodetabek. It can be concluded that H1 in this study is supported.

Table 14. First Hypothesis Testing Results

Variable	Score	Information
Work Environment → Job Satisfaction	$\beta = 0.741$	Positive
	$p\text{-value} = 0.023$	Significant
	$f^2 = 0.037$	Small

### Second Hypothesis Test

H2: Work motivation has a positive influence on Generation Z job satisfaction in Jabodetabek.

From the results of the second hypothesis test in table 4.14 below, it can be seen that work motivation has a path coefficient of -0.356 which still has a value between -1 to +1, which means it has a positive effect. The p-value also shows a value of 0.000, which means work motivation has a significant influence because the p-value has a value below 0.05. Meanwhile, the f-square of work motivation shows a value of 0.095, which means it has a small influence on the job satisfaction of Generation Z in Jabodetabek. It can be concluded that H2 in this study is supported.

Table 15. Second Hypothesis Testing Results

Variable	Score	Information
Work Motivation → Job Satisfaction	$\beta = 0.356$	Positive
	$p\text{-value} = 0.000$	Significant
	$f^2 = 0.095$	Small

### Third Hypothesis Test

H3: Compensation has a positive influence on Generation Z job satisfaction in Jabodetabek.

From the results of the third hypothesis test in table 4.15 below, it can be seen that compensation has a path coefficient of 0.666, which means positive. The p-value also shows a value of 0.000, which means that compensation has a significant influence because the p-value has a value below 0.05. Meanwhile, the compensation f-square shows a value of 1.139, which means it has a big influence on the job satisfaction of Generation Z in Jabodetabek. It can be concluded that H3 in this study is supported.

Table 16. Third Hypothesis Testing Results

Variable	Score	Information
Compensation → Job Satisfaction	$\beta = 0.666$	Positive
	$p\text{-value} = 0.000$	Significant
	$f^2 = 1.139$	Big

The result of this study shows that work environment, work motivation, and compensation all have a positive influence on job satisfaction. Within the scope of this research, there were 251 out of 304 respondents who had met the specified criteria and filled in all the statements that had been distributed, namely respondents who had worked and received a salary, were Generation Z, and lived in Jabodetabek. From the respondent profiles that were obtained, the majority of respondents were men with 156 respondents (62.2%) and 95 female respondents (37.8%). In the job category, 150 respondents (59.8%) have jobs as private employees, 8 respondents (3.2%) have jobs as government employees, 40 respondents (15.9%) have jobs as entrepreneurs, 30 respondents (11.9%) have jobs as freelancers, and 23 respondents (9.2%) had other jobs. Then based on domicile, 175 respondents (69.7%) live in Jakarta, 17 respondents (6.8%) live in Bogor, 12 respondents (4.8%) live in Depok, 40 respondents (15.9%) live in Tangerang, and 7 respondents (2.8%) domiciled in Bekasi. Then, based on the length of work category, 193 respondents (76.9%) had worked for 1-2 years, 54 respondents (21.5%) had worked for 2-4 years, and 4 respondents (1.6%) had worked for more than 5 years. Finally, based on the monthly income category, 14 respondents (5.6%) had an income of less than IDR 2,500,000 per month, 35 respondents (13.9%) had an income of IDR 2,500,000 – IDR 5,000,000 per month, 139 respondents (55.4%) had an income of IDR 5,000,000. 000,000 – IDR 10,000,000 per month, 53 respondents (21.1%) have an income of IDR 10,000,000 – IDR 25,000,000 per month, and 10 respondents (4%) have an income of more than IDR 25,000,000 per month.

Based on the answers to statements from respondents regarding the work environment, the

majority of respondents strongly agreed that they agreed that the place they worked had adequate lighting, the place they worked had a comfortable air temperature, and they had co-workers who were cooperative. Apart from that, the majority of respondents also agreed that the place they work has attractive colours and is not noisy.

Furthermore, in the statement about work motivation, the majority of respondents stated that they strongly agreed that they were hard workers, had an orientation for the future, had high ideals, had the effort to progress, and had good relationships with their co-workers. The majority of respondents also agreed that they work with task orientation and seriousness, have good perseverance, and have good use of time.

Then in the statement about compensation, the majority of respondents stated that they strongly agreed that they received adequate wages or salaries. Meanwhile, the majority of respondents

stated that they agreed that they were satisfied with the incentives they received, satisfied with the benefits they received, and also received adequate facilities.

Next, the statement regarding job satisfaction, the majority of respondents stated that they strongly agreed that they received appropriate assignments or work, were satisfied with the salary they received, and were also satisfied working with their colleagues and the majority of respondents also stated that they agreed that they received supervision and feedback from their superiors, the organization and management pay attention to their needs, have opportunities for advancement or promotion, and are satisfied with their working conditions.

In data processing, several indicators were eliminated because these indicators showed loading factor values below the predetermined value, namely 0.5 ( $> 0.5$ ) and also the AVE value was still below the predetermined value, namely 0.5 ( $> 0.5$ ). Some of the indicators that were eliminated were LK3 which stated that my place of work had an attractive colour scheme and LK4 which stated that my workplace was not noisy on the work environment variable, MK1 which stated that I was a hard worker, MK2 which stated that I had an orientation for the future, MK3 which states that I have a high level of ideals, MK4 which states I work with task orientation and seriousness, MK6 which states I have good perseverance, MK8 which states I have good use of time on the work motivation variable, and K4 which states I get adequate facilities on compensation variables.

In this research, testing of the outer model was carried out using structural equation modelling (SEM) analysis techniques which include validity analysis and reliability analysis. Validity analysis itself is divided into two, namely convergent validity analysis and discriminant validity analysis. Convergent validity analysis using the average variance extracted (AVE) approach resulted in the variables used in this research meeting the requirements and using the loading factor approach obtained the result that all indicators used after indicator elimination met the specified requirements, namely above the value of 0.5 ( $> 0.5$ ). Meanwhile, the discriminant validity analysis using the heterotrait-monotrait ratio (HTMT) approach has provided results that the variables used in this research have met the requirements.

The reliability analysis test in this research uses the Cronbach's alpha approach and composite reliability analysis and has shown that the results of all variables used in this research are reliable and dependable.

In testing the inner model which includes data analysis in this study, multicollinearity analysis was used which resulted in the absence of multicollinearity between the independent variables used in this study.

Furthermore, in data analysis using coefficient of determination ( $R^2$ ) analysis which obtained a result of 0.693 which means moderate, on the job satisfaction variable which can be interpreted as meaning that 69.3% of the job satisfaction variable can be explained by the work environment, work motivation and compensation.

Then predictive relevance ( $Q^2$ ) analysis resulted in the relationship between variables in this study being relevant for measuring the research model with a  $Q^2$  value of 0.548 on the job satisfaction variable which has a q-square value greater than 0 ( $> 0$ ).

The results of the first hypothesis test, the work environment has a positive and significant influence on the job satisfaction of Generation Z in Jabodetabek. It can be concluded that the

first hypothesis is supported where this is in line with research Taheri et al. (2020) which examines the influence of the work environment on job satisfaction, Saputra (2022) which examines the influence of the work environment on employee job satisfaction, and Aoliso and Lao (2018) which researched employee job satisfaction at PT. Taspem Kupang branch office obtained the results that the work environment has a positive and significant influence on job satisfaction.

In this research, it can be interpreted that the work environment has an influence on Generation Z's job satisfaction in Jabodetabek, light or lighting, air temperature, colour scheme, noise, and work relationships have an influence on Generation Z's job satisfaction in Jabodetabek.

The results of the second hypothesis test, work motivation has a positive and significant influence on Generation Z job satisfaction in Jabodetabek. It can be concluded that the second hypothesis is supported as this is in line with research Ali and Anwar (2021) which examines the influence of motivation on job satisfaction, Hakim and Muhdi (2019) which examines the job satisfaction of private vocational school teachers in the eastern region of Pematang Regency, and Parimita et al. (2018) who researched job satisfaction among employees of PT. Tridaya Eramina Bahari obtained the results that work motivation has a positive and significant influence on job satisfaction.

In this research, it can be interpreted that work motivation has an influence on Generation Z job satisfaction in Jabodetabek, hard work, future orientation, high level of aspirations, task orientation and seriousness of tasks, efforts to progress, work persistence, relationships with colleagues, and time utilization has an influence on Generation Z job satisfaction in Jabodetabek. The results of the third hypothesis test that compensation have a positive and significant influence on Generation Z job satisfaction in Jabodetabek. It can be concluded that the third hypothesis is supported as this is in line with research Prawira (2020) which examines employee job satisfaction, Harahap and Khair (2019) which examines job satisfaction through work motivation, Parimita et al. (2018) which researching job satisfaction among employees of PT. Tridaya Eramina Bahari obtained the results that compensation has a positive and significant influence on job satisfaction.

In this research, it can be interpreted that compensation has an influence on Generation Z's job satisfaction in Jabodetabek, wages and salaries, incentives, allowances and facilities have an influence on Generation Z's job satisfaction in Jabodetabek.

#### **4. CONCLUSIONS AND SUGGESTION**

The result of this research indicates that work environment, work motivation, and compensation have a positive influence on Generation Z's job satisfaction in Jabodetabek.

As there's still many limitations in this research there's a few suggestions that can be considered for future research, such as using other variables that have not been used in this research, using a larger sample size to better represent the research population, expanding the scope of the research area, and lastly expanding the scope of research by adding other generations such as millennial generations or generation y, and so on.

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