

THE INFLUENCE OF WORK ENVIRONMENT ON THE INTERACTION BETWEEN MOTIVATION, EMPLOYEE PERFORMANCE, COMPENSATION AND EMPLOYEE JOB SATISFACTION (ANALYSIS ON MULTINATIONAL AND DOMESTIC COMPANIES)

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ABSTRACT

This study aims to analyze the effect of the work environment on the interaction between motivation, employee performance, compensation, employee job satisfaction by comparing multinational and domestic companies. Data was collected using questionnaires distributed to employees in multinational and domestic companies in the West Java and Jakarta regions. The results show that the work environment significantly strengthens the positive effect between motivation and employee job satisfaction by 0.42, and the work environment significantly strengthens the positive effect between compensation and employee job satisfaction by 0.03. The work environment functions as a moderator that strengthens the relationship between motivation and compensation with job satisfaction. When the work environment supports, whether through good social relationships, support from supervisors, or adequate facilities, the effect of motivation and compensation on job satisfaction becomes more significant. However, it was found that the relationship between employee performance and job satisfaction is not significant at 0.190, which could be influenced by other factors such as the compensation received or the improvement of career opportunities. Multinational companies tend to have modern facilities and offer better international training opportunities, while domestic companies emphasize family values and provide facilities that are not inferior to multinational companies. However, there is a significant difference between multinational and domestic companies in managing the work environment, with the statistical value comparison of 0.759 for multinational companies and 0.806 for domestic companies. This shows that, in this study, the work environment has a better impact on job satisfaction in domestic companies compared to multinational.

KEYWORDS

work environment, multinational companies, domestic companies



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INTRODUCTION

Indonesia is a developing country that continues to experience annual growth in the industrial sector. The increasing number of companies established in the country supports economic development, with not only multinational companies but also many domestic companies growing significantly (Edmonds & Theoharides, 2021; Leigh, 2024; Mizushima, 2021; Ramaano, 2022; Todaro & Smith, 2015). According to the Director General of Industrial Resilience, Regionalization, and International Industrial Access, Eko S.A., "As we enter 2024, the country has received good news regarding the Industrial Confidence Index (IKI), which has reached 52.35, indicating an expansion increase of 1.03 points compared to December 2023. The IKI increase is driven by several subsectors, with three subsectors upgrading their status to expansion: the rubber and rubber products industry, the non-metallic mineral products industry, and the equipment and machinery industry." Based on this statement, the Ministry of Industry remains optimistic about the continuous development of the non-oil and gas processing industry by strengthening domestic products, improving exports, and effectively

managing imports.

With the increasing number of companies being established, it is also expected to create more job opportunities for the public (Bull et al., 2016; Shah & Solangi, 2019). Companies need to recognize that having high-quality Human Resources (HR) is crucial for supporting business growth. HR is one of the most vital elements in every company, serving as a key driver in achieving the company's established goals and acting as a determining factor for its success (Jamal et al., 2021; Lima & Galleli, 2021; Lyulyov et al., 2022; Ramadhan & Chaerul, 2023; Tulsi & Ji, 2020). Therefore, companies must pay attention to internal control, as explained by Merchant & Van der Stede (2016), who stated that personal control is essential because it involves individual behavior within an organization. The purpose of personal control is to ensure that individuals or employees have motivation, competence, integrity, and the necessary capabilities to perform their duties and responsibilities effectively. Implementing personal control has a positive impact on the quality of employees. The quality of HR can be achieved through proper, effective, and efficient management. Good HR management leads to optimal implementation and makes it easier for companies to run their businesses successfully.

Since HR is fundamentally shaped by the traits, behavior, and character of each individual, companies also need to pay attention to internal controls such as action controls. According to Merchant & Van der Stede (2016), this type of internal control serves as a tool to monitor employees' behavior and actions directly through established company regulations, work instructions, and other structured procedures. These measures ensure that every action taken by employees aligns with the company's objectives. By implementing action controls, companies can influence employee motivation and performance by ensuring that all employees operate in support of the same organizational goals while also enhancing operational effectiveness.

In addition to human resources, the work environment must also be considered. The work environment, both inside and outside the workplace, can significantly impact employee performance. This includes factors such as air temperature, humidity, ventilation, lighting, noise levels, cleanliness of the workspace, and the availability of facilities that support employees. Furthermore, the work environment also affects employee performance in relation to the company's achievements. According to a survey conducted by JobStreet in 2020, employees working in multinational companies in Indonesia generally feel more satisfied with modern facilities and a better work environment compared to those working in domestic companies. The survey results show that 78% of employees in multinational companies expressed satisfaction with office facilities, while only 63% of employees in domestic companies reported the same level of satisfaction.

Therefore, employee productivity can be influenced by the physical conditions in the workplace, relationships with colleagues, and changes within the work environment that may occur. The results of each employee's work, carried out with responsibility, reflect their overall performance, which can be assessed in terms of both quality and quantity (Susanto et al., 2025). Good performance must be supported by strong motivation. Motivation serves as a driving factor for individuals to engage in specific activities and is defined as a guide for

behavior. Each individual has different motivations, as motivation is a process that shapes direction and perseverance in achieving goals. Herzberg's motivation theory explains that satisfaction and dissatisfaction are not necessarily opposing conditions. Herzberg identifies two factors that influence employees in a company: intrinsic factors (motivators) and extrinsic factors (hygiene factors). Intrinsic factors directly impact employee motivation and satisfaction, whereas extrinsic factors do not directly influence motivation but can still contribute to overall satisfaction.

In addition to internal control regarding personal controls, it is also important for companies to implement results controls, which focus on the outcomes delivered by employees based on their completed work. This type of control provides a way for companies to monitor their employees by setting specific targets or objectives to achieve the most appropriate and effective results (Merchant & Van der Stede, 2016).

Multinational and domestic companies have different work environments. A multinational company is an officially registered company that controls assets and generates revenue in more than one country. According to Peterson (1989), multinational companies tend to have a high return on capital because their businesses operate in multiple countries, allowing them to take advantage of tax differences between their home country and other nations to maximize profits. A report from LinkedIn Talent Insights in 2019 stated that multinational companies allocate 15% more of their budget for training programs to support continuous skill development. This suggests that multinational companies typically have headquarters in their home country with high revenues and operate subsidiaries in other countries. These subsidiaries must report to the headquarters and provide more opportunities for individual skill development. On the other hand, a domestic company is a business established and operating within its own country (Corporate Finance Institute). According to Chandler & Mazlish (2005), domestic companies are businesses that operate entirely within their home country, focusing on the domestic market while also complying with local regulations and utilizing available national resources.

To maintain the continuity of a company's operations in an ever-evolving era, companies need to improve and measure employee performance to achieve better job satisfaction and successfully reach corporate goals. Job satisfaction is a positive feeling employees experience toward the tasks they perform. It is also the result of evaluating various aspects of the work they have completed. To achieve optimal productivity and performance within a company, high job satisfaction is essential for every employee.

Companies also need to implement a better management control system. According to Anthony & Govindarajan (2007), the purpose of a management control system is to influence employee behavior within the company to achieve predetermined corporate goals. Through this system, companies can regulate, monitor, and control their operations using tools such as budgets, standards, and the necessary management information systems.

In the theory explained above, the variables in this study are elements of the management control system. According to Anthony & Govindarajan (2007), the control system must be adapted to the environment in which the company operates to enhance effectiveness and efficiency in achieving corporate goals. Additionally, employee motivation and performance play a crucial role in designing a management control system, as motivated employees provide

positive feedback, ultimately improving their performance. The management control system includes control tools, and in this study, compensation serves as such a tool. Compensation can include salaries, bonuses, incentives, and other benefits provided to employees. When compensation is distributed fairly and appropriately, it can enhance job satisfaction, reduce employee turnover, and boost productivity. Employees who feel fulfilled in their jobs, receive career development opportunities, and work in a positive and supportive environment are more likely to grow and perform better.

Based on the phenomenon observed in companies and previous survey results, employees working in multinational companies generally express higher job satisfaction, as these companies tend to allocate larger budgets for skill development. However, with the advancement of time and technology, many domestic companies and startups have begun to rival the quality and capabilities of multinational corporations. For instance, in 2025, a startup partnered with the Ministry of Communication and Digital Affairs won nine prestigious awards, bringing pride to Indonesia. Minister of Communication and Digital Affairs, Meutya Hafid, stated, "This achievement is clear evidence that startups in Indonesia are not only experiencing significant growth but also possess strong competitiveness on the international stage. This accomplishment reflects the dedication, innovation, and hard work of all startup employees, continuously striving to innovate and demonstrating that Indonesian talent can compete globally." Survey results from JobStreet and LinkedIn, along with recent developments in Indonesia, indicate that both multinational and domestic companies are enhancing their work environments. By fostering supportive workplaces and encouraging employee innovation, they boost motivation, positively impacting employee performance and the compensation they receive, ultimately leading to greater job satisfaction.

Therefore, this study is conducted to examine the impact of the work environment on the interaction between motivation, employee performance, compensation, and job satisfaction (A Comparative Analysis of Multinational and Domestic Companies). The novelty of this research lies in comparing the two types of companies, which have different work environments. By analyzing these differences, this study is expected to provide added value for both multinational and domestic companies in their efforts to improve workplace conditions, enhance employee motivation, performance, and compensation, and contribute to future organizational development.

This study aims to analyze and understand the impact of the work environment on employee motivation, performance, compensation, and job satisfaction in multinational and domestic companies. With increasing business competition and technological advancements, the work environment has become a crucial factor influencing employee productivity and well-being. This research will identify how differences in work environments between the two types of companies affect employee motivation and performance, as well as how compensation contributes to job satisfaction. The findings of this study are expected to provide insights for companies in designing more effective policies and strategies to create a supportive work environment that enhances employee performance and strengthens corporate competitiveness at both national and global levels.

RESEARCH METHOD

The method used in this study employs multiple regression with a quantitative approach. Data analysis in this research includes descriptive statistics, classical assumption tests, and hypothesis testing. According to Sugiyono (2020), the quantitative research method is an approach that utilizes numerical data and statistical methods to test the formulated hypotheses.

The data source utilized in this study is primary data obtained through questionnaires distributed to employees working in multinational and domestic companies in Indonesia using a 5-point *Likert scale*. The population analyzed in this research consists of multinational and domestic companies with office-based employees. A non-probability approach through random sampling is the method applied in this study. The purpose of random sampling is to obtain a representative sample so that the research results can be generally applied to the study population. From the determined population, the researcher selects elements that are considered to have relevant or most representative characteristics.

The data in this study is analyzed using the multiple regression analysis method to examine the effect of the work environment on the interaction between motivation, employee performance, compensation, and job satisfaction. This technique is chosen because it can measure the simultaneous relationship between multiple independent variables and the dependent variable more accurately. By using multiple regression, this study aims to determine the extent to which the work environment contributes to changes in employee motivation, performance, compensation, and job satisfaction in both multinational and domestic companies. Additionally, significance tests such as the *F-test* and *t-test* are used to assess whether the independent variables have a significant impact on the dependent variable both collectively and individually. The results of this analysis are expected to provide in-depth insights into the key factors that play a role in enhancing employee performance and well-being in different corporate environments.

RESULT AND DISCUSSION

Results Normality Test

The purpose of conducting the normality test in this study is to determine whether the data distribution meets the assumption of normality. This test is an essential element as it serves as one of the requirements in hypothesis testing. In this study, the normality test is performed using the Kolmogorov-Smirnov table, processed through the SPSS application, as presented below.

Tabel 1. One Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	138
Asymp. (2-tailed)	Sig. .200 ^{c,d}

Source : by Researcher

Based on Table 1, the results of the normality test using the Kolmogorov- Smirnov

method show that the Asymp. Sig value is 0.200, which is greater than the significance level in the test (≥ 0.05). Therefore, it can be concluded that the normality assumption in this test is met.

Table 2. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	X1_Motivation	.310
	X2_Performance	.652
	X3_Compensation	.392
	Z_Work Environment	.423

Source : by Researcher

Table 2 displays the results of the multicollinearity test. Based on the results above, it is known that the tolerance value for all variables meets the criteria ≥ 0.1 , while for the VIF value is within the limit ≤ 10 . The results of the processing using SPSS above show that there is no multicollinearity problem in the independent variables. Thus it can be concluded that the multicollinearity test has been fulfilled.

Heteroscedasticity Test

The presence of heteroscedasticity can be identified through the scatterplot graph. If the dots are randomly scattered around zero on the Y-axis, this indicates the absence of heteroscedasticity. Vice versa, if the dots form a certain pattern, it can indicate heteroscedasticity. The following data results have been processed using SPSS.

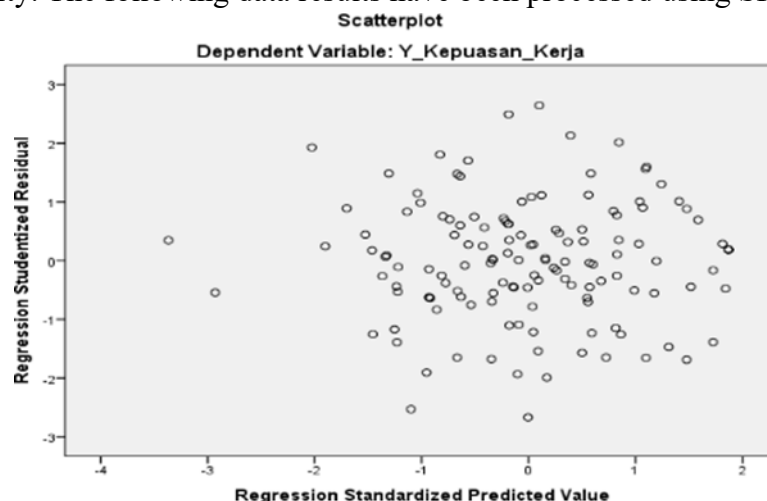


Figure 1. Scatterplot Heteroscedasticity Test Results

Source: Scatterplot

It can be seen from the output results above, that it does not form a certain pattern. This shows that in this test there is no heteroscedasticity because the distribution of points

above and below zero on the Y axis, so it can be stated that the heteroscedasticity test has been fulfilled.

Multiple Regression Analysis

Table 3. Multiple Regression Analysis

Model		Unstandardized Coefficients	Std. Err	Standardized Coefficients or Beta
		B		
1	(Constant)	-1.803	1.065	
	X1_Motivation	.474	.080	.436
	X2_Performance	-.082	.062	.077
	X3_Compensation	.474	.087	.406

Source : by Researcher

As can be seen in table 3 which has processed the data using SPSS, so that, the equation of the multiple regression model can be obtained which can be written as follows:

$$Y = -1.803 + 0.474X_1 - 0.082X_2 + 0.474X_3 + e$$

From the model equation above, it can be interpreted as follows:

1. The constant in the equation above has a value of (-1.803) which means that this value is the value of Y when all X variables are zero.
2. The effect of X1 is 0.474 which indicates that every one unit increase in motivation will increase employee job satisfaction by 0.474, assuming other variables do not change.
3. The effect of X2 is (-0.082) which indicates that every one unit increase in employee performance will decrease employee job satisfaction by 0.082, assuming other variables do not change.
4. The effect of X3 is equal to 0.474 which indicates that each one unit increase in compensation will increase employee job satisfaction by 0.474, assuming other variables do not change.

Partial Significance Test (T)

By doing the T test, it aims to determine whether the independent variable affects the dependent variable. As the previous theory has been explained, the hypothesis can be accepted or has an effect on the dependent variable if the significant value obtained is less than 0.05. the following T test results have been analyzed using SPSS.

Table 4. T Test Results

Model		t	Sig.
1	(Constant)	-1.692	.093
	X1_Motivation	5.893	.000
	X2_Performance	1.316	.190
	X3_Compensation	5.470	.000

Source : by Researcher

Table 4 is the result of the T test output. In research to determine whether or not the influence of the independent variable on the dependent variable can be seen through the results of the column that reads 'Sig.' in the table. So the results of the significance value obtained through the T test can be concluded that variable X1 (Motivation) has a significant value of 0.000, which means that this value does not exceed or is less than 0.05 and X1 can be interpreted as having a positive effect on employee job satisfaction and H1 can be accepted. Then the value result for variable X2 (Performance) has a significant value of 0.190, which means that this value exceeds the significant value and does not have a significant effect on employee job satisfaction, H2 cannot be accepted. Finally, the result of the value for variable X3 (Employee Job Satisfaction) has a significant value of 0.000 which means that this result has a value less than the significant value and is interpreted as having a positive effect on employee job satisfaction, so H3 can be accepted.

F Test

The F test has the aim of knowing the overall effect of the independent variable on the dependent variable. As explained in the previous theory, the F test has a basis in decision making with a significant value smaller than 0.05 and if the results of the test meet these criteria, it can be concluded that all independent variables have an influence on the dependent variable. The following are the results of SPSS management.

Table 5. F Test Results

Model		F	Sig.
1	Regression	103.417	.000 ^b

Source : by Researcher

In table 5 above, it can be seen that the value of the F test results obtained an F-count value of 103.417 with a significance level of 0.000, meaning that $0.000 \leq 0.05$ and it can be concluded that there is a positive and significant influence between the variables of motivation (X1), performance (X2), and compensation (X3) on the variable job satisfaction (Y) after the moderating variable work environment (Z).

Coefficient of Determination (R²)

Through testing the coefficient of determination, it aims to determine the extent

of conformity between the predicted value and the sample data that has been obtained, which means to assess how accurate the model is in explaining the dependent variable. The following are the output results processed using SPSS.

Tabel 6. Hasil Uji R-Square

Model	R	R Square	Adjusted R Square
1	.836 ^a	.698	.692

Source : by Researcher

From the table above, it can be seen that the results of the R-Square test have a value of 0.698 or 69.8%. From these results it can be concluded that 69.8% of the dependent variable (Employee Job Satisfaction) in the study can be explained by the independent variables (Motivation, Performance, Compensation). As for the rest, which is 30.2% of the employee job satisfaction index can be explained by other variables not included in this study.

Moderated Regression Analysis (MRA)

Analysis using MRA is used to evaluate or understand the relationship between the independent variable and the dependent variable which is strengthened or weakened by the presence of moderating variables.

Table 7. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients or Beta
		B	Std. Err	
1	(Constant)	.101	3.703	
	X1_Motivation	.474	.080	.436
	X2_Performance	-.082	.062	.077
	X3_Compensation	.474	.087	.406
	Z_Work Environment	.241	.226	.245
	Z_Motivation	.009	.019	.470
	Z_Performance	-.018	.015	.070
	Z_Compensation	.018	.022	.517

Source: by Researcher

As can be seen in table 7 which has processed the data using SPSS, so that, the equation of the multiple regression model can be obtained which can be written as follows:

$$Y = 0.101 + 0.474X1 - 0.082X2 + 0.474X3 + 0.009X1Z1 - 0.18X2Z1 + 0.18X3Z1 + e$$

From the model equation above, it can be interpreted as follows:

1. The constant in the equation above has a value of 0.101 which means that if the value of all independent variables and moderating variables is zero, the Y value remains 0.101.
2. The effect of X1 is 0.474 which indicates that every one unit increase in motivation will increase employee job satisfaction by 0.474, assuming other variables do not change.
3. The effect of X2 is (-0.082) which indicates that every one unit increase in employee performance will decrease employee job satisfaction by 0.082, assuming other variables do not change.
4. The effect of X3 is equal to 0.474 which indicates that each one unit increase in compensation will increase employee job satisfaction by 0.474, assuming other variables do not change.
5. The effect of Z of 0.241 with a standard beta of 0.245 indicates that every one unit increase in the work environment will increase employee job satisfaction by 0.241 units and the work environment plays an important role in this model.
6. The effect of X1Z of 0.009 indicates that each one unit increase in motivation combined with the work environment will increase employee job satisfaction by 0.009 units.
7. The X2Z effect of (-0.018) indicates that each one unit increase in employee performance combined with the work environment will decrease employee job satisfaction by 0.018 units.
8. The effect of X3Z of 0.018 indicates that each increase of one unit in compensation combined with the work environment will increase employee job satisfaction by 0.018 units.

Table 8. T Test Result

Model		Standardized Coefficients	t	Sig.
		Beta		
1	(Constant)		.027	.978
	X1_Motivation	.436	5.893	.000
	X2_Performance	.077	1.316	.190
	X3_Compensation	.406	5.470	.000
	Z_Work Environment	.245	5.065	.000
	X1_Z_Moderation	.470	5.619	.042
	X2_Z_Moderation	.070	.954	.537
	X3_Z_Moderation	.517	5.820	.003

Source: by Researcher

Table 8 is the result of the T test output after MRA testing. Then the results of the significance value obtained through the T test can be concluded that the variable X1

(Motivation) which is moderated by the work environment has a Sig. value of 0.042 which means that this value does not exceed the significant value or less than 0.05 so it can be concluded that the work environment strengthens the positive influence between motivation on employee job satisfaction, then H4 can be accepted. Then X2 (Performance) which is moderated by the work environment has a Sig value. 0.537, this value exceeds the significant criterion value and it can be concluded that the work environment does not strengthen the influence between employee performance on employee job satisfaction so that H5 can be accepted. Finally, for variable X3 (Compensation) which is moderated by the work environment has a Sig value. 0.003, which value does not exceed the value of 0.05 so it can be concluded that the work environment can strengthen the positive influence between compensation on employee job satisfaction, so H6 can be accepted.

Table 9. F Test Result

Model		F	Sig.
1	Regression	59.630	.000 ^b

Source: by Researcher

It can be seen from the results of the F test output above after MRA testing, the Sig. value before and after MRA still produces a value of 0.000, which means that this value does not exceed the significant value or less than 0.05 so that the work environment can moderate simultaneously the effect of motivation, employee performance, and compensation on employee job satisfaction.

Table 10. R-Square Test Result

Model	R	R Square	Adjusted R Square
1	.873 ^a	.763	.750

Source : by Researcher

Then for R-Square which originally had a value of 69.8% to 76.3%, which means that after this test, it shows 76.3% that the combined contribution of motivation, employee performance, and compensation variables to the job satisfaction variable (Y), while 23.7% is influenced by other factors outside the scope of this study. So it can be concluded from the results of the two tables, H7 can be accepted.

Differences between Multinational and Domestic Companies

Table 11. Multinational T-test Results

		Standardized Coefficients	
Model		Beta	t
1	(Constant)		2.956
	Multinational	.759	10.290

Source: by Researcher

Table 12. Domestic T-test Results

		Standardized Coefficients	
Model		Beta	t
1	(Constant)		1.172
	Domestic	.806	10.206

Source: by Researcher

It can be seen from the two T test tables above for multinational and domestic companies. Multinational companies have a Sig. 0.000 with a coefficient value of 0.759 while for domestic companies it has a Sig. value of 0.000 with a coefficient value of 0.806. So it can be concluded that there are differences in the work environment on employee job satisfaction in multinational and domestic companies. The magnitude of the influence of work on employee job satisfaction in domestic companies is greater than that of multinational companies, so H8 can be accepted.

Discussion

The Higher The Motivation Of The Employee, The Higher The Employee Job Satisfaction

The results of the T test that have been carried out using SPSS in table 4 for variable X1 (Motivation) produce a Sig value. 0.000, this states that the Sig. value has met the criteria or is less than 0.05. This means that the motivation variable has a significant effect on employee job satisfaction. This is as explained in Herzberg's theory that motivation has intrinsic and external factors that influence the level of motivation, such as the number of employees receiving recognition, the existence of opportunities, having good relationships with colleagues and superiors, it will also give employees higher satisfaction. This is in line with research conducted by Gautama & Marchyta (2022) that there is a significant and positive effect of motivation on employee job satisfaction.

The Higher The Performance Of The Employee, The Higher The Employee Job Satisfaction

The results of the T test that have been carried out using SPSS in table 4 for variable X2 (Employee Performance) produce a Sig. value of 0.190, this states that this value does not meet

the significance criteria in the T test, which is more than 0.05. This means that the employee performance variable has no effect on employee job satisfaction. It can be interpreted that the employee performance variable does not have an influence on employee job satisfaction. Performance is a success that a person has in carrying out his job in order to achieve organizational goals. From this understanding, in achieving optimal employee performance, it needs to be seen from indicators such as work effectiveness, work productivity, quality, quantity, and timeliness. In this study, the level of employee productivity at work is quite low, which is one of the factors in the annual evaluation which has an impact on compensation in the form of bonuses and further career opportunities so that it can also provide dissatisfaction. This is in accordance with research conducted by Mawardah & Prawitowati (2023) which states that there is no effect of performance on job satisfaction.

The Higher The Compensation Of Employees, The Higher The Job Satisfaction Of Employees

The results of the T test analysis through SPSS listed in table 4 for variable X3 (Compensation) obtained a Sig. value of 0.000, this explains that the value of Sig. in accordance with the criterion value or less than 0.05. Compensation can be interpreted as having a significant effect on employee job satisfaction. Compensation itself is one of the positive components for employees who work because compensation received by employees can be in the form of salaries, bonuses, incentives, and various other forms such as health benefits, transportation benefits, and others. If employees receive appropriate compensation or the higher they receive compensation to meet their needs, the higher the employees' satisfaction with their work. This is in line with research conducted by Made et al., (2020) which states that compensation has a positive and significant effect on job satisfaction.

Work Environment Strengthens the Positive Influence between Motivation on Employee Job Satisfaction

The calculation results show that the T value of the motivation variable moderated by the work environment has a significance level of 0.042 or less than the Sig value.

0.05 and also obtained the calculation of the regression coefficient value of motivation on job satisfaction which was originally valued at 0.436 to 0.470 after the work environment variable, this shows an increase with the meaning that the work environment can strengthen the positive influence between motivation on employee job satisfaction because the work environment can have an impact on employees such as employees who have to work in the production department have a high risk and are stressful, if employees work with support by personal protective equipment and have a supportive work team and are given appreciation for their duties and responsibilities while working, it will provide a sense of value for employees and increase their sense of satisfaction at work.

This situation is reinforced by research conducted by Hartanto & Turangan (2021) that the work environment has a positive and significant impact on job satisfaction and Widayat et al., (2023) stated that motivation has a significant impact on job satisfaction.

Work Environment Does Not Strengthen the Effect between Employee Performance and

Employee Job Satisfaction

The results of the analysis that has been carried out show that the T value for the motivation variable moderated by the work environment has a significance value of 0.537 or this value is more than the criterion value. In addition, the regression coefficient value of employee performance on employee job satisfaction is obtained, which was originally 0.77 to 0.70 after considering the work environment variable. This means that the work environment does not strengthen the influence between employee performance on employee job satisfaction. This is in line with research conducted by Fauziah A., et al., (2022) which states that the work environment cannot moderate the relationship between performance and job satisfaction.

Work Environment Strengthens the Positive Effect between Compensation and Employee Job Satisfaction

From the calculation results, the T value for the compensation variable moderated by the work environment is obtained with a significance level of 0.003, which is lower than the criterion value and also the calculation of the regression coefficient of compensation on job satisfaction increases from 0.406 to 0.517 after the work environment is taken into account. This can be interpreted that the work environment can strengthen the positive influence between compensation on employee job satisfaction, because the work environment has an important role in strengthening or weakening the relationship between compensation and job satisfaction. When employees get a decent salary and get attention to social welfare accompanied by a supportive work environment, employees tend to feel more satisfied. This condition is in accordance with research conducted by Batilmurik, (2019) which reveals that the work environment moderates the effect of compensation on employee job satisfaction.

Work Environment Moderates the Relationship between Motivation, Employee Performance, and Compensation Simultaneously Affecting Employee Job Satisfaction

From the results of calculations using SPSS, a significance value of 0.000 or less than the criterion value is obtained, this indicates that there is a positive and significant effect of motivation, employee performance, and compensation variables on employee job satisfaction after being moderated by the work environment. Then it is also obtained from the calculation results that the R-Square value is recorded at 0.763, which means that 76.3% there is a contribution of motivation variables, employee performance, compensation moderated by the work environment. The remaining 23.7% is influenced by other factors outside the scope of this study. So, the work environment can simultaneously moderate the relationship between motivation, performance, and compensation on employee job satisfaction.

Differences in the Effect of Work Environment on Employee Job Satisfaction between Multinational and Domestic Companies

Based on the results of the calculations in tables 4.10 and 4.11, it is known that both have the same significance value of 0.000 or less than the criterion value, but when viewed

from the calculation of the coefficient value, multinational companies produce a value of 0.759 while domestic companies are 0.806 where the value of domestic companies is higher and it can be interpreted that the effect of the work environment on employee job satisfaction is greater in domestic companies than multinational companies because domestic companies often have a work culture that is more in line with the values, traditions, and expectations of employees.

CONCLUSION

Based on the results of research using 138 data points processed through *SPSS*, it was found that motivation and compensation have a positive and significant effect on employee job satisfaction, while employee performance has no significant effect. The work environment acts as a moderating variable that strengthens the relationship between motivation and compensation on job satisfaction but does not strengthen the relationship between employee performance and job satisfaction. In addition, there are differences in the effect of the work environment on job satisfaction between multinational and domestic companies, with the effect being greater in domestic companies. These findings provide insights for companies in managing the work environment to more effectively increase employee motivation, compensation, and satisfaction. This study has several limitations that need to be considered. The scope of the study only covers the West Java and Jakarta areas, with respondents limited to colleagues who can be reached by researchers, so the results do not reflect conditions in other areas. In addition, the method used is only questionnaire-based, so there are still limitations in exploring other factors that may affect employee job satisfaction. Therefore, future research is recommended to expand the sample coverage to other regions in Indonesia so that the results are more representative. Furthermore, the use of more diverse methods, such as in-depth interviews or longitudinal studies, can provide a more comprehensive understanding of the factors that influence employee job satisfaction. Based on the results of this study, multinational companies are advised to pay more attention to the work environment by reviewing factors that can improve motivation, employee performance, and employee development support so that job satisfaction can be achieved optimally. Meanwhile, domestic companies that already have higher levels of job satisfaction are expected to maintain effective employee management policies and improve positive relationships between management and employees.

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