

The Relationship Of Contract Duration, Compensation And Working Environment On Job Satisfaction Of Pam Tirta Mangkaluku Contract Employees, Palopo City

Sri Ardilah Arif^{1*}, Muammar Khaddapi², Sapar³

¹Management, University Muhammadiyah Palopo, 91922, Indonesia

²Management, University Muhammadiyah Palopo, 91922, Indonesia

³Management, University Muhammadiyah Palopo, 91922, Indonesia

Corresponding Author Email: sriardilaharif@student.umpalopo.ac.id

Abstract

This research aims to determine the relationship between contract duration, compensation and work environment on job satisfaction of PAM Tirta Mangkaluku contract employees, Palopo City. This research uses a descriptive quantitative method approach. The population of this research is all contract employees of PAM Tirta Mangkaluku with a sample of 48. The data collection technique is in the form of a questionnaire. The results of the research show that contract duration has a positive effect on job satisfaction for contract employees of PAM Tirta Mangkaluku, Palopo City. Long duration of work for contract employees can disrupt the balance between their work life and personal life. The work environment has a positive effect on job satisfaction for PAM Tirta Mangkaluku contract employees. Contract employees will feel satisfied if they feel that their contributions and skills are appreciated through appropriate compensation. The work environment has a positive effect on job satisfaction for contract employees of PAM Tirta Mangkaluku, Palopo City. Facilities and physical conditions of the workplace, such as good lighting, adequate ventilation and comfort of the work space, can influence the satisfaction of PAM Tirta Mangkaluku contract employees in Palopo City.

Keywords: Work Duration; Compensation; Work Environment; Job Satisfaction

1. Introduction

PAM Tirta Mangkaluku Palopo City is a company owned by the province, district and city that handles and provides clean water. Currently, the system used to recruit employees uses the PKWT work contract system. PKWT employees are also known as non-permanent employees, and they work according to an agreement between the employer and the worker themselves. According to Law of the Republic of Indonesia Number 13 of 2003, "a worker/laborer is every person who works by receiving wages or other forms of compensation", while an employer is "an individual, entrepreneur, legal entity or other entity that employs workers by paying wages or other forms of compensation." One important aspect of the PKWT system is the duration of the contract. Based on Republic of Indonesia Law no. 13 of 2003, Article 59 Paragraph 4 regulates that PKWT provisions can only be extended once for a maximum period of 1 year. In this law there are measurement indicators, namely type of work, amount of wages and payments, rights and obligations, duration of work.

Contract duration refers to the length of time of a contract, it can also be defined as the period of time between the effective date of the contract and the end date of the contract, both of which are usually stipulated in the contract and agreed upon by both parties. Compensation is an additional PKWT component besides the contract duration. When it comes to the

feasibility of meeting needs, compensation is a sensitive issue. This is especially true when the level of need increases so that the salary received is still considered insufficient. Workers will be more productive and work better if they receive better compensation (Yulandri, 2020).

Compensation is a sensitive matter when it is related to the feasibility of meeting needs, especially as the current level of need increases so that the salary received is felt to be insufficient. Providing good compensation will encourage employees to work better and more productively Hayataun and Emawati (2022). Compensation is an award that can be material or non-material given to managers to motivate them to achieve company goals. The purpose of compensation is to align shareholder interests with the interests of the company. Incentives can have long-term effects by providing compensation in the form of shares or cash in the short term (Amri, 2017).

Another factor that needs to be considered when working is the work environment. The work environment has a direct impact on employees in carrying out company duties. According to Sedarmayanti (Daniyaturrizkiyah, 2011) defines that "The work environment refers to all the tools and materials that come into contact, the surrounding environment where workers are, the way they work and the organization of their work both as individuals and groups." According to Nurain (2013) in the journal (Inzani SL and Yuliani, 2022), the work environment is everything that is around the employee and can influence the performance of the tasks assigned to him, such as the presence of air conditioning (AC), adequate lighting and so on. " According to Yunita (2018), job satisfaction shows employee satisfaction with how their work can provide benefits to the organization, meaning that what they receive at work is in accordance with what is considered important. an outcome related to their own values, such as what they want and expect from their work. This view can be simplified to job satisfaction as a person's attitude and feedback towards their work.

Job satisfaction is a pleasant or unpleasant situation and how employees view their work. Employee job satisfaction reflects a person's attitude towards their work Kusuma and Lina (2018). According to Shafira and Listiara (2017), there are two factors that influence job satisfaction, namely factors that exist within the employee and work factors. Many things influence employee satisfaction and this is a challenge for organizations or companies. One of the factors that influence employee satisfaction is contract duration, compensation and work environment. Therefore, companies must play an important role in addressing employee satisfaction. The aim of this research is to determine the relationship between contract duration, compensation and work environment on job satisfaction of PAM Tirta Mangakaluku contract employees, Palopo City.

Table 1 Research Gap

Writer	Results	Conclusion
(Junianto & Sabtohadhi, 2020)	There is a significant influence between the PKWT system on employee performance	There are differences between the results of previous research: Positive influence (significant): (Junianto & Sabtohadhi, 2020) (Andriany, 2019) (Dhani & Surya, 2023) Negative influence (not significant): (Dwipayanti & Astrama, 2022)
(Dwipayanti & Astrama, 2022)	There is a negative and significant influence between job satisfaction and turnover intention (contract employees)	
(Andriany, 2019)	Compensation has a positive effect and significant to job satisfaction, both work environments have a positive and significant effect on job satisfaction, and thirdly compensation and work environment have a significant effect on job satisfaction.	
(Dhani & Surya, 2023)	The work environment has a positive and significant influence on employee job satisfaction	

Source: Previous research

Based on the description of the research gap above, it is shown that researchers are carrying out updates so that the research carried out becomes stronger, because the content contained in each journal can be used as a reference. None of the previous research journals discussed the relationship between contract duration, compensation and work environment on contract employee job satisfaction. Thus, it can be concluded that the research that will be carried out is relatively new and has not been carried out by many previous researchers.

2. Methodology

Research Approach

This research is included in quantitative-associative research. According to Sugiono (2013), associative research is research that aims to determine the relationship between two or more variables.

Location and time of research

Research carried out at PAM Tirta Mangkaluku, Palopo City, South Sulawesi Province. This research was carried out from November 2023 to December 2023.

Population and sample

The population in this study were all contract employees of PAM Tirta Mangkaluku, Palopo City. The sample that will be used in this research is 48 contract employees of PAM Tirta Mangkaluku, Palopo City.

Data collection technique

The data collection technique uses a questionnaire in the form of statements for respondents to respond to.

Data analysis technique

The data analysis technique in this research was carried out using several analysis methods and with the help of SPSS. The data analysis methods used include descriptive analysis tests, validity tests, reliability tests, normality tests, multiple linear regression tests, coefficient of determination (R²) tests, t tests and f tests.

3. Results and Discussion

3.1. Results

Descriptive Analysis Test

Of the 48 questionnaires distributed, 48 questionnaires (100%) were collected up to the data collection limit. The high percentage of returned questionnaires was due to researchers trying to meet respondents personally and guide them to fill them out when respondents experienced difficulties. Descriptive analysis is used to explain respondents' answers and responses to each variable in the questionnaire. The following is a descriptive statistical table on several variable results calculated using the Sps 26 program.

Table 1 Descriptive Statistical Analysis Test Results

	N	Minimum	Maximum	Mean	Std. Deviation
Contract Duration	48	26.00	60.00	40.1875	6.44669
Compensation	48	26.00	55.00	42.1875	7.11503
Work environment	48	24.00	60.00	44.5833	6.59733
Job satisfaction	48	24.00	60.00	43.8750	6.25904
Valid N (listwise)	48				

Source: Data processed by SPSS 26

Based on Table 1. The contract duration variable (X1) shows an average value of 40.1875. This shows that the level of work duration for PAM Tirta Mangkaluku contract employees in Palopo City is 40.1875. Meanwhile, the minimum value is 26.00 and the maximum value is 60.00 with a standard deviation of 6.44669. The compensation variable (X2) shows an average of 42.1875. This shows that the level of compensation for contract employees of PAM Tirta Mangkaluku, Palopo City has an average value of 42.1875. Meanwhile, the minimum value is 26.00 and the maximum value is 55.00 and the standard deviation is 7.11503. The work environment variable (X3) shows an average value of 44.5833. This shows that the work environment level of PAM Tirta Mangkaluku contract employees in Palopo City has an average value of 44.5833. Meanwhile, the minimum value is 24.00 and the maximum value is 60.00 and the standard deviation is 6.59733. The job satisfaction variable (Y) shows an average value of 43.8750. This shows that the level of job satisfaction has an average value of 43.8750. Meanwhile, the minimum value is 24.00 and the maximum value is 60.00 with a standard deviation of 6.25904.

Validity test

The validity test is used to determine whether a statement item in the questionnaire is valid or invalid. The validity test is said to be valid if the probability number is smaller than 0.05 and the t-value is greater than the r-table.

Table 2 Validity Test

Variable	Question	r _{count} > r _{table}	Information
Contract Duration (X1)	X1.1	0.691>0.2787	Valid
	X1.2	0.732>0.2787	Valid
	X1.3	0.593>0.2787	Valid
	X1.4	0.804>0.2787	Valid
	X1.5	0.793>0.2787	Valid
	X1.6	0.698>0.2787	Valid
	X1.7	0.688>0.2787	Valid
	X1.8	0.691>0.2787	Valid
	X1.9	0.687>0.2787	Valid
	X1.10	0.794>0.2787	Valid
	X1.11	0.756>0.2787	Valid
	X1.12	0.894>0.2787	Valid
Compensation (X2)	X2.1	0.781>0.2787	Valid
	X2.2	0.746>0.2787	Valid
	X2.3	0.824>0.2787	Valid
	X2.4	0.656>0.2787	Valid
	X2.5	0.779>0.2787	Valid
	X2.6	0.735>0.2787	Valid
	X2.7	0.695>0.2787	Valid
	X2.8	0.727>0.2787	Valid
	X2.9	0.901>0.2787	Valid
	X2.10	0.694>0.2787	Valid
	X2.11	0.795>0.2787	Valid
	X2.12	0.795>0.2787	Valid
Work Environment (X3)	X3.1	0.740>0.2787	Valid
	X3.2	0.784>0.2787	Valid
	X3.3	0.709>0.2787	Valid
	X3.4	0.834>0.2787	Valid
	X3.5	0.799>0.2787	Valid
	X3.6	0.809>0.2787	Valid
	X3.7	0.899>0.2787	Valid
	X3.8	0.788>0.2787	Valid
	X3.9	0.810>0.2787	Valid
	X3.10	0.851>0.2787	Valid
	X3.11	0.862>0.2787	Valid
	X3.12	0.774>0.2787	Valid
Job Satisfaction (Y)	Y1.1	0.780>0.2787	Valid
	Y1.2	0.793>0.2787	Valid
	Y1.3	0.758>0.2787	Valid
	Y1.4	0.753>0.2787	Valid
	Y1.5	0.821>0.2787	Valid
	Y1.6	0.839>0.2787	Valid
	Y1.7	0.680>0.2787	Valid

Y1.8	0.850>0.2787	Valid
Y1.9	0.679>0.2787	Valid
Y1.10	0.843>0.2787	Valid
Y1.11	0.865>0.2787	Valid
Y1.12	0.816>0.2787	Valid

Source: Data processed by SPSS 26

Based on table 2, it shows that all the indicators used for the variables of contract duration, compensation, work environment and job satisfaction used in this research show a significant level of smaller than 0.05 or 5% and Cronbach's alpha is greater than the r-table with numbers. 0.2787. This means that all indicators and statements for each variable in this research are said to be valid, so that reliability tests can be carried out for further tests.

Reliability Test

Reliability testing is carried out to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent even if the measurement is repeated. This reliability test was carried out using the Cronbach's alpha statistical method. If $\alpha > 0.90$, then reliability is perfect. If alpha is between 0.70 - 0.90, reliability is high. If alpha 0.05 - 0.70 indicates moderate reliability. If $\alpha < 0.50$, then reliability is low. If the alpha level is low, it is likely that one or more items are not reliable.

Table 3 Reliability Test

Variable	Cronbach's Alpha	Information
Contract Duration	0.920	Reliable
Compensation	0.933	Reliable
Work environment	0.950	Reliable
Job satisfaction	0.944	Reliable

Source: Data processed by SPSS 26

Table 3 shows that the variables of contract duration, compensation, work environment and job satisfaction have Cronbach's alpha values between > 0.90 , which means perfect reliability which shows the reliability of the measurement results.

Normality test

The normality test aims to test whether confounding or residual variables have a normal distribution or not. The normality test for this research used the Kolmogorov Smirnov test which was processed with SPSS version 26. From the results of the normality test, the conclusion can be seen, namely if the significance value is > 0.05 then the data is declared to be normally distributed. and if the significance value is < 0.05 then it is stated that the data is not normally distributed

Table1 Normality Test Results

Unstandardized Residuals		
N		48
Normal Parameters, b	Mean	.0000000
	Std. Deviation	3.44217007
Most Extreme Differences	Absolute	.066
	Positive	.062
	Negative	-.066
Statistical Tests		.066
Asymp. Sig. (2-tailed)		.200c,d

Source: Data processed by SPSS 26

Based on the table above, it shows that the significance value of 0.200 is greater than 0.05, so it can be concluded that the data for the three variables tested are declared to be normally distributed.

Multiple Linear Regression Test

This analysis is used to test the influence of the independent variables, namely contract duration (X1), compensation (X2) and work environment (X3) on the dependent variable, namely job satisfaction (Y).

Table 5 Regression Analysis Results

Model	Coefficients ^a	
	B	Std. Error
(Constant)	1,217	4,721
Contract Duration	,311	,090
Compensation	,454	,090
Work environment	,247	,088

a. Dependent Variable: Job Satisfaction

Source: Data processed by SPSS 26

Based on the results of the multiple linear regression test in the table above, the coefficient values and constant values can be seen, so that the equation model can be formulated as follows:

$$Y = 1.217 + 0.311X_1 + 0.454X_2 + 0.247X_3$$

From this equation it can be explained that the constant (Y) 1.217 is ignored if the value (X) is at least 1, because this study uses a Likert scale of 1 to 5 with the lowest value. The job satisfaction variable has not been influenced by the contract duration variable (X1), compensation (X2) and work environment variable (X3), so the condition constant value (a) is 1.217.

- The regression coefficient for the contract duration variable is positive, namely 0.311. This shows that if work duration (X1) increases, then job satisfaction (Y) will increase by 0.311 assuming the other independent variables are constant.
- The regression coefficient of the compensation variable (X2) is positive, namely 0.454. This shows that if compensation (X2) increases, then job satisfaction (Y) will increase by 0.454 assuming the other independent variables are constant.
- The regression coefficient for the work environment variable (X3) is positive, namely 0.247. This shows that if the work environment (X3) improves, then job satisfaction (Y) will increase by 0.247 assuming the other independent variables are constant.

Coefficient of Determination Test (R²)

After testing whether the material can be used or not, the test results show that the data can be used, the next test is hypothesis testing. The purpose of hypothesis testing is to predict how big the influence of the independent variables (the influence of internal audit and accounting understanding). Hypothesis testing is carried out by carrying out the coefficient of determination (R²), t test and f test. We get this from calculations and data processing with SPSS 26.

Table 6 Determination Coefficient Test Results

Model	R	R Square	Model Summary	
			Adjusted R Square	Std. Error of the Estimate
1	,835a	,698	,677	3.55758

a. Predictors: (Constant), Work Environment, Contract Duration, Compensation
 b. Dependent Variable: Job Satisfaction

Source: Data processed by SPSS 26

Table 6 shows the Adjusted R Square value of 0.677 or 67.7%, which means that the independent variable influences the dependent variable by 67.7%, while the rest is influenced by other variables not included in this research.

t test

The next stage is partial testing (t-test) which aims to determine the effect of each independent variable on the dependent variable. The test criteria used are if the value is <0.05 then H_a is accepted and if the value is >0.05 then H_0 is rejected. The t test results can be seen in table 7.

Table 7 Partial Test Results (t Test)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients Beta	Q	Sig.
	B	Std. Error			
(Constant)	1,217	4,721		,258	,798
Contract Duration	,311	,090	,321	3,460	,001
Compensation	,454	,090	,516	5,038	,000
Work environment	,247	,088	,260	2,791	,008

a. Dependent Variable: Job Satisfaction

Source: Data processed by SPSS 26

For the contract duration variable (X1) with a significance of 0.001, the calculation results show that this value is smaller than 0.05 ($0.001 < 0.05$) and the t value is $3.460 > t$ table 2.01537. This shows that this research hypothesis rejects H_0 and accepts H_a . Thus, it shows that hypothesis 1, namely the duration of the contract, partially has a significant effect on job satisfaction of contract employees at PAM Tirta Mangkaluku, Palopo City.

The calculation results of the compensation variable (X2) with a value of 0.000 show that the value is less than 0.05 ($0.000 < 0.05$) and the value of tcount is $5.038 > t$ table 2.01537. This shows that this research hypothesis rejects H_0 and accepts H_a . Thus, it shows that hypothesis 2, namely compensation, partially has a significant effect on job satisfaction of contract employees at PAM Tirta Mangkaluku Palopo.

The results of calculating the work environment variable (X3) with a significance of 0.008 show that the value is less than 0.05 ($0.008 < 0.05$) and the t value is $2.791 > t$ table 2.01537. This shows that this research hypothesis rejects H_0 and accepts H_a . Thus, it shows that hypothesis 3, namely the work environment, has a significant effect on job satisfaction of contract employees at PAM Tirta Mangkaluku, Palopo City.

Simultaneous Test (F-Test)

The simultaneous test (F-Test) was carried out to see how much influence all the independent variables (Contract Duration, Compensation, Work Environment) have on the dependent variable (Job Satisfaction). The F-Test results can be seen in table 8.

Table 8 F Test

Model	Sum of Squares	ANOVA ^a			F	Sig.
		Df	Mean Square			
Regression	1284,369	3	428.123	33,827	,000b	
Residual	556,881	44	12,656			
Total	1841,250	47				

Dependent Variable: Job Satisfaction
 Predictors: (Constant), Work Environment, Contract Duration, Compensation

Source: Data processed by SPSS 26

Based on table 7, the calculation results show a significance of 0,000b. By using a significance level of 0.05, the F significance value of 0.000 indicates that it is smaller than 0.05 ($0.000 < 0.05$), the significant F-table value is 0.000 with the formula, namely $F\text{-table} = F(k;nk) = F(3;48-3) = F(3;45)$ so the F-table becomes 2.81. The results obtained are $F_{\text{count}} 33.827 > F_{\text{table}} 2.81$. Thus, the hypothesis which states that there is an influence between the

independent variables contract duration (X1) compensation (X2) and work environment (X3) simultaneously on the dependent variable job satisfaction (Y) can be accepted

3.2. Discussion

The Effect of Contract Duration on Job Satisfaction among PAM Tirta Mangkaluku Contract Employees, Palopo City

Contract duration has a positive effect on job satisfaction of PAM Tirta Mangkaluku contract employees, Palopo City. The duration of the contract can also affect the job satisfaction of contract employees and permanent workers at PAM Tirta Mangkaluku, Palopo City. The long contract duration of contract employees can disrupt their work-life balance. Contract employees may appreciate flexibility in work hours and policies that support this balance. If the contract duration is short or uncertain, contract workers may feel more pressure to work for a very short time. This may affect their satisfaction as they worry about continuing to work or finding a new job after the contract ends. Long working hours combined with adequate remuneration can increase contract worker satisfaction. It is important to ensure that contract workers feel valued and are fairly compensated for their work and contributions. Contract employees may feel less recognized if the contract duration is short and they do not actively participate in organizational projects or activities. Providing opportunities for challenging tasks and recognizing contributions can increase job satisfaction. Adequate work duration can provide opportunities for contract employees to improve their skills and professional development. Training and development programs can increase their satisfaction and increase their added value in the labor market. Long working hours without effective time management can increase the stress levels of contract employees. It is important to ensure that their workload is well managed to avoid burnout and dissatisfaction. Each contract employee may have different preferences regarding the duration of work and working conditions. Therefore, open communication, involvement in job planning, and opportunities to provide feedback can help organizations understand individual needs and create a work environment that supports contract employee satisfaction. This is in line with research Satriani (2020) which says that the duration contracts have a positive and significant effect on job satisfaction.

The Influence of Compensation on Job Satisfaction among PAM Tirta Mangkaluku Contract Employees, Palopo City

Compensation has a positive effect on job satisfaction of contract employees of PAM Tirta Mangkaluku, Palopo city. This means that the better the salary level, the higher the job satisfaction of PAM Tirta Mangkuluku Palopo City contract employees. Contract workers tend to have temporary and shorter employment relationships with PAM Tirta Mangkaluku Kota Palopo, so certain elements in the compensation system can be important factors in shaping their perceptions of their work. Fair and market value compensation can increase the satisfaction of PAM Tirta Mangkaluku Palopo City contract workers. Contract workers are satisfied when they feel that their contributions and skills are valued and adequately remunerated. The structure and transparency of reward programs helps contract workers understand how they are classified and how their pay is determined. A lack of clarity or transparency can lead to dissatisfaction, as contract workers may feel they are being treated unfairly or don't know how much they are appreciated.

Additional benefits such as health insurance, holidays or other benefits can increase the satisfaction of PAM Tirta Mangkaluku Palopo City contract employees. While they may not get the same benefits as permanent employees, extensive welfare services can create a positive relationship with the company. Involving contract workers in the compensation process whenever possible can increase their sense of ownership and satisfaction. Positive engagement can be created by discussing the relationship between performance and career development goals and compensation. Contract workers may appreciate flexibility in compensation structures, such as the ability to work on special projects for additional pay or earn performance bonuses. This flexibility can increase motivation and satisfaction. Contract workers can feel job satisfaction when they receive recognition for their contributions, either through verbal recognition or performance bonuses. This recognition can give them a sense of worth and motivate them to do their best.

Contract employees have different preferences and needs, so PAM Tirta Mangkaluku Palopo City must understand their individual needs and try to provide appropriate and fair remuneration. Awareness of fairness, transparency and recognition of compensation can help build positive relationships with contract workers, increasing their satisfaction and extending their tenure with the company. This is in accordance with research (Andardinata and Sulaeman, 2019) which shows that salary has an effect on employee satisfaction.

The Influence of the Work Environment on Job Satisfaction among PAM Tirta Mangkaluku Contract Employees, Palopo City

The work environment has a positive effect on job satisfaction of PAM Tirta Mangkaluku contract employees, Palopo City. This means that the better the work environment, the higher the job satisfaction of PAM Tirta Mangkaluku Palopo City contract employees. The work environment plays an important role in shaping the job satisfaction of contract employees. Good working environmental conditions can increase their motivation, performance and satisfaction. Workplace facilities and physical conditions such as good lighting, adequate ventilation and workplace comfort can influence the satisfaction of PAM Tirta Mangkaluku contract workers in Palopo. A comfortable and clean environment can create a positive work atmosphere. Social interactions in the workplace can provide a sense of inclusion and support. Contract workers can be more satisfied if they feel accepted and have positive relationships with co-workers and superiors. A work environment that supports time flexibility and work-life balance can increase contract worker satisfaction. Options like telecommuting or flexible schedules can help them achieve a better work-life balance.

Contract employees may feel more satisfied if they are offered the opportunity to develop and improve their skills. Training programs, mentoring, or special project opportunities can create an environment that stimulates professional growth. Management that supports, guides and provides constructive input can increase contract worker satisfaction. Contract employees are generally more motivated and appreciated when they feel supported by management. A clear reward and recognition policy can increase contract worker satisfaction. Recognizing achievements, appreciating contributions and providing incentives or bonuses can motivate them. A work environment that provides certainty regarding work tasks, expectations and contract policies can provide a sense of security and increase contract

worker satisfaction. Open and effective communication between work groups, contract workers and management can create a transparent environment and reduce uncertainty.

Work environments can vary between individuals. Therefore, PAM Tirta Mangkaluku Palopo City needs to adapt to the needs and expectations of contract employees to create an environment that supports and promotes job satisfaction. Awareness, responsiveness to feedback, and commitment to improving the quality of the work environment will contribute to the success and satisfaction of contract employees. This is in line with research (Nasution and DR, 2017) which states that there is a significant influence between the work environment on employee job satisfaction.

4. Conclusion

Contract duration has a positive effect on job satisfaction for contract employees of PAM Tirta Mangkaluku Palopo City. Long contract durations for contract employees can disrupt the balance between their work life and personal life. The work environment has a positive effect on job satisfaction for contract employees of PAM Tirta Mangkaluku, Palopo City. Contract employees will feel satisfied if they feel that their contributions and skills are appreciated through appropriate compensation. The work environment has a positive effect on job satisfaction for PAM Tirta Mangkaluku contract employees, Palopo City. Facilities and physical conditions of the workplace, such as good lighting, adequate ventilation and comfort of the work space, can influence the satisfaction of PAM Tirta Mangkaluku contract employees, Palopo City.

Based on the research results, the researcher provides suggestions for paying attention to work duration, compensation and work environment at PAM Tirta Mangkaluku, Palopo City so that it is well maintained and comfortable in an effort to increase employee job satisfaction. On the other hand, increasing employee job satisfaction is an element that PAM Tirta Mangkaluku Palopo City must always pay attention to in order to provide a feeling of comfort, security and calm to every worker involved in it. The discussion in this study is limited to the variables of work duration, compensation and work environment as independent variables, then contract employee job satisfaction as the dependent variable, and further studies can be developed with broader variables and indicators.

6. Referens

- A. Yulia, T. Bernhard, TRN (2019). The Influence of Work Stress, Workload, and Work Environment on Employee Performance at Pt. Fif Group Manado. *EMBA Journal: Journal of Research in Economics, Management, Business and Accounting*, 7(3), 2303–1174. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/23747>
- Andardinata, A., & Sulaeman, S. (2019). The Influence of Compensation on Employee Job Satisfaction at PT. Graha Sarana Duta Makassar. *Movere Journal*, 1(2), 211–217. <https://doi.org/10.53654/mv.v1i2.62>
- Andriany, D. (2019). The influence of compensation and work environment on employee job satisfaction at PT. Deli Stelindo Medan's work. *STIE IBBI Business Management Journal*, 20(2), 1–77. <http://journal.feb.unmul.ac.id/index.php/JURNALMANAJEMEN/article/view/7376>
- Daniyaturrizkiyah, D. (2011). The Influence of the Work Environment on Employee Performance at the Secretariat of the Regional People's Representative Council (DPRD)

- of Ciamis Regency. *Dynamics: Scientific Journal of Public Administration*, 17–30.
- Dehotman, K. (2020). The Influence of the Work Environment on Employee Performance at PT Enggal Laras Langgeng in Pekanbaru. *Riau Economics and Business Review*, 11, 141–148.
- Dhani, NKSJ, & Surya, IBK (2023). The Influence of Motivation, Compensation and Work Environment on Employee Job Satisfaction (Study at PT Bali Busana Kreasi in Badung Regency). *Udayana University Management E-Journal*, 12(6), 602. <https://doi.org/10.24843/ejmunud.2023.v12.i06.p04>
- Dwipayanti, NK, & Astrama, IM (2022). "The Influence of Job Insecurity and Job Satisfaction on Turnover Intention of Food and Beverage Service Contract Employees at the Inna Grand Bali Beach Sanur Hotel." *Widya Amrita: Journal of Management, Entrepreneurship and Tourism*, 2(2), 403–411.
- Firdaus, RI, & Hidayati, RA (2023). The Influence of Work Discipline, Work Environment, and Compensation on the Performance of PT Moya Kasri Wira Jatim Employees. *Master: Journal of Applied Management and Business*, 2(2), 146. <https://doi.org/10.30595/jmbt.v2i2.15448>
- Giawa, YT, & Tinambunan, AP (2022). The Influence of Leadership Style, Job Characteristics and Job Satisfaction on Nurse Performance at Mitra Sejati Hospital in Medan. *Journal of Management and Business*, 22, 40–51. <https://doi.org/10.54367/jmb.v22i1.1728>
- Haryanto, OS, & Farida, FA (2023). Compensation, Work Discipline, and Motivation on Employee Performance at Bank Rakyat Indonesia Magetan Branch. *Journal of Accounting, Management, and Economics Research (JAMER)*, 1(2), 119–134. <https://doi.org/10.33476/jamer.v1i2.37>
- Hidayanti, S., Budianto, A., & Setianingsih, W. (2020). A study at PT. PP Presisi Tbk Tasikmalaya. *Business Management And Entrepreneurship Journal*, 2(September), 94–105.
- Inzani SL, JF, & Yuliani. (2022). The Influence of Competency and Work Environment on Employee Performance at the General Bureau of the West Sulawesi Governor's Office. *FORECASTING: Scientific Journal of Management Science*, 1(1), 2656–6265.
- Junianto, D., & Sabtohadhi, J. (2020). The Influence of a Fixed Time Work Agreement System and Work Motivation on Employee Performance in the Sugar Factory Industry. *Equilibrium: Scientific Journal of Economics, Management and Accounting*, 9(1), 1–9. <https://doi.org/10.35906/je001.v9i1.423>
- Kusuma, BH, & Lina, L. (2018). The Effect of Employee Satisfaction on Employee Performance with Organizational Commitment as an Intervening Variable (Survey at Private Universities in the West Jakarta Region). *Maranatha Management Journal*, 17(2), 127. <https://doi.org/10.28932/jmm.v17i2.798>
- Mardiana, M., & Novalia, S. (2020). The Influence of Job Satisfaction on Employee Performance at PT. Lampung Ventura Facility. *Journal of Relevance: Economics, Management and Business*, 4(1), 34–44. <https://doi.org/10.61401/relevance.v4i1.39>
- Mulyanto, M., & Nawangsari, LC (2020). The Influence of Work Motivation, Job Satisfaction, and Compensation on the Work Discipline of Contract Employees at the Jakarta Depok State Polytechnic, West Java. *Economics & Business*, 19(1), 1–10. <https://doi.org/10.32722/eb.v19i1.3007>
- Muslimah, NN (2016). The Influence of Competency on Employee Performance of PT Kitadin Tanggarong Seberang. *Jmk*, 1(2), 152–161.
- Nasution, NMS, & DR, M. (2017). The Relationship between Non-Physical Work Environment and Job Satisfaction among RSJ Nurses Prof. Dr. Muhammad Ildrem North Sumatra. *Diversita Journal*, 3(2), 25. <https://doi.org/10.31289/diversita.v3i2.1259>

- Prawira, I. (2020). Social Facilitation Theory The Influence of Compensation. *Master of Management Scientific Journal*, 3(1), 28–40.
- Satriani, RD (2020). The Influence of Salary and Working Hours on UD Employee Job Satisfaction. Hasby Mlarak with Compensation as an intervening variable. *Unite Determination Towards a Healthy Indonesia*.
- Shafira, S., & Listiara, A. (2017). Differences in Job Satisfaction among Employees Based on Age and Years of Service. *EMPATHY Journal*, 6(1), 396–400. <https://doi.org/10.14710/empathy.2017.15166>
- Sirait, AS, & Mahyarni. (2022). The Influence of Compensation and Occupational Safety and Health (K3) on Employee Job Satisfaction. *Journal of Economics and Social Sciences (JEIS)*, 01(02), 70–80.
- Syam, F., Haedar, H., & Dewi, SR (2023). Analysis of the Effect of Compensation and Work Discipline on Employee Performance at PAM Tirta Mangkulu, Palopo City. *SEIKO: Journal of Management & Business*, 6(1), 988–1000.
- Vanessa, F., & Wardhana, A. (2018). The Influence of Compensation on Employee Performance (Study on Pt. Sate Taichan "Goreng" Cab. Jakarta) Influence of Compensation on Employee Performance (Study on Pt. Sate Taichan "Goreng" Jakarta Branch). *E-Proceedings of Management*, 5(2), 2634.
- Yulandri. (2020). The Influence of Compensation and Work Discipline on Employee Performance at PT. (SBS) Sinar Bengkulu Selatan. *UMB FEB Research*, 1–60.
- Yunita, PI (2018). Organizational commitment to operational personnel: the role of work-life balance, job stress, and job satisfaction. Faculty of Economics and Business, National Education University (Undiknas) Denpasar. *Scientific Journal of Management & Business*, 3(1), 35–44.