The Effect of Compensation & Workload on Job Satisfaction through Motivation (Case Study at PT Bluebird Group TBK)

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ARTICLEINFO	ABSTRACT
  	This research seeks to examine the factors that impact job satisfaction, including Compensation, Workload, and Motivation. The population consists of 51 permanent employees at PT Bluebird Group Pool XX. The study involves 51 employees, using a saturated sampling method. The research method is quantitative with SEM-PLS. The results showed that: 1) Compensation positively influences Motivation, 2) Compensation does not affect Job Satisfaction directly, 3) Compensation positively influences job satisfaction by enhancing motivation, 4) Workload does not affect Motivation, 5) Workload does not affect Job Satisfaction directly, 6) Workload does not affect Job Satisfaction through Motivation, 7) Motivation greatly influences job satisfaction in a positive way.

INTRODUCTION

Human resources (HR) are essential to both private and public organizations. They play a vital role as drivers, thinkers, and planners in achieving organizational goals, making HR the key factor in a company's growth (Paillin & Mulyanti, 2023). In a company, the success of a business, both short and long term, depends on the quality of its human resources. Additionally, enhancing this quality is crucial for any organization's growth. One of the factors that influences increasing employee productivity and performance in a company is job satisfaction and is one of the goals that employees want to obtain in their workplace, apart from that, each employee's satisfaction varies based on their personal values (Tumanggor, 2020). Therefore, job satisfaction is an important aspect that needs to be considered and managed by the company.

PT Bluebird Group is a transportation services company in Indonesia that focuses on services that provide taxis, online transportation, travel, and tourist buses of various types according to needs. Human resources play a crucial role in helping PT Bluebird Group reach its objectives. The company's achievements rely on its efficiency, productivity, and innovation of its workforce. Thus, recognizing the importance of human resources in achieving strategic goals is essential.

Table 1. Employee Late Attendance for the 2023 Period

Month	Late Employees	Percentage
January	9	17.7%
February	9	17.7%
March	13	25.5%
April	9	17.7%
May	8	15.7%
June	8	15.7%
July	6	11.8%
August	9	17.7%
September	14	27.5%
October	14	27.5%
November	8	15.7%
December	12	23.5%

Based on the following table, the smallest percentage is 11.8% and the largest percentage is 27.5% of employees who experience late attendance, out of a total of 51 employees. In the pre-survey research, researchers used primary data, namely by giving questionnaires to 20 employees to determine employee job satisfaction and the biggest variables that cause job satisfaction and dissatisfaction.

Table 2. Pre-Survey Results of Job Satisfaction for 20 People

No	Jumlah	Persentase (%)
1	8 karyawan menjawab Ya	40%
2	12 karyawan menjawab Tidak	60%

Based on Table 1.2, 60% of employees from the pre-survey stated that they were dissatisfied with the question asked, "Do you feel satisfied working at your company now?".

Table 3. Pre-Survey Results of Job Satisfaction Variables

No	Job satisfaction	SS	S	N	TS	STS
1	I do my work waiting for orders from my superiors	0.0%	5.7%	0.0%	37.1%	57.1%
2	I feel satisfied with the achievements I have achieved at work	14.3%	42.9%	14.3%	25.7%	2.9%
3	I have enough opportunities to develop skills and knowledge at work	17.1%	71.4%	2.9%	8.6%	0.0%

In Table 1.3 employee satisfaction with their jobs is evident here is still a problem, namely 25.7% answered disagree and 2.9% answered strongly disagreed with the statement "I feel satisfied with the achievements I have achieved at work."

Table 4. Pre-Survey Results of Dissatisfaction Factors for 20 People

No	Variable	Persentase (%)
1	Organizational culture	5.7%
2	Work environment	5.7%
3	Compensation	38.6%
4	Workload	24.1%
5	Motivation	25.9%

Based on Table 1.4, the most dominant factors of employee dissatisfaction are based on the question "What do you think has the biggest impact on job dissatisfaction for an employee in a company?" are compensation, motivation and workload. Thus, it is evident that compensation variables, motivation and workload are factors that can be optimized in the company to increase employee job satisfaction. This study seeks to assess how compensation influences employee motivation and satisfaction, examines its effect on job satisfaction via motivation, and investigates the impact of workload on both motivation and satisfaction, and investigate how motivation affects job satisfaction at PT Bluebird Group.

LITERATURE REVIEW
Job Satisfaction

Job satisfaction refers to the contentment derived from achieving work goals, receiving fair treatment, and being in a positive work environment (Manik, 2022). Job satisfaction is determined by personality, values, work environment, and social factors (George & Jones, 2012). The factors that cause job satisfaction in employees are organizational factors, group factors and personal factors (Firdaus & Oetarjo, 2022).

Compensation

Compensation satisfaction is the main element in creating job satisfaction and plays a role in shaping an employee's attitude towards work, because compensation influences satisfaction and acts as feedback (Marnisah, 2019). The findings from research by Regina Ravee, and Yusi Yusianto (2023) "The Influence of Compensation, Training and Work Environment on Work Motivation", Demonstrate that compensation positively and significantly impacts work motivation. The results of research conducted by Sri Lestari and Putri Rachmasari (2021) "The Influence of Compensation and Motivation on Employee Job Satisfaction (Case Study at Paperclip Kota Kasablanka Branch)", demonstrate that the compensation variable positively and significantly impacts job satisfaction, as shown in the study by Hasmiah, Saban Echdar, and Maryadi (2020) "The Influence of Competency and Compensation on Employee Satisfaction Through Work Motivation at the Ma'rang District Office, Pangkajene and Islands Regency", demonstrate that compensation positively and significantly impacts job satisfaction via motivation.

H1: Compensation (X1) has a positive and significant effect on Motivation (Z).

H2: Compensation (X1) has a positive and significant effect on Job Satisfaction (Z).

H3: Compensation (X1) has a positive and significant effect on Job Satisfaction (Y) through Motivation (Z).

Workload

Workload is physical, mental and social activity received by individuals which must be completed within a certain time according to the worker's physical abilities and limitations in accepting the load (Mahawati, 2021). The results of research conducted by Indra Hardono, Herni Widiyah Nasrul and Yeni Hartati (2019) "The Influence of Placement and Workload on Work Motivation and Its Impact on Employee Work Performance", show that the workload variable has a positive and significant influence on motivation. The results of research conducted by Elianora Inguk and Ni Putu Saroyini Piartrini (2021) "The Effect of Compensation Fairness and Workload on Job Satisfaction (Case Study at Le Pirate Hotel Labuan Bajo)", show that the workload variable has a positive and significant influence on satisfaction Work. The results of research conducted by Nur Widiastuti, Selamat Riauwanto and Christina Anik Harwati (2022) "The Influence of Service Leadership Style and Workload on Employee Satisfaction in North Magelang District, Magelang City with Work Motivation as an Intervening Variable", show that the workload variable has a positive influence and significant to job satisfaction through motivation variables.

H4: Workload (X2) has a positive and significant effect on Motivation (Z).

H5: Workload (X2) has a positive and significant effect on Job Satisfaction (Y).

H6: Workload (X2) has a positive and significant effect on Job Satisfaction (Y) through Motivation (Z).

Motivation

Work motivation is a stimulus or encouragement for someone to work harder in accordance with the tasks they have been given in order to achieve organizational goals (Kasmir, 2022). The results of research conducted by Ni Kadek Sari Jayanti Dhani and Ida Bagus Ketut Surya (2023) "The Influence of Motivation, Compensation and Work Environment on Employee Job Satisfaction (Study at Pt Bali Busana Kreasi in Badung Regency)", show that the compensation variable has a positive influence and significant to job satisfaction.

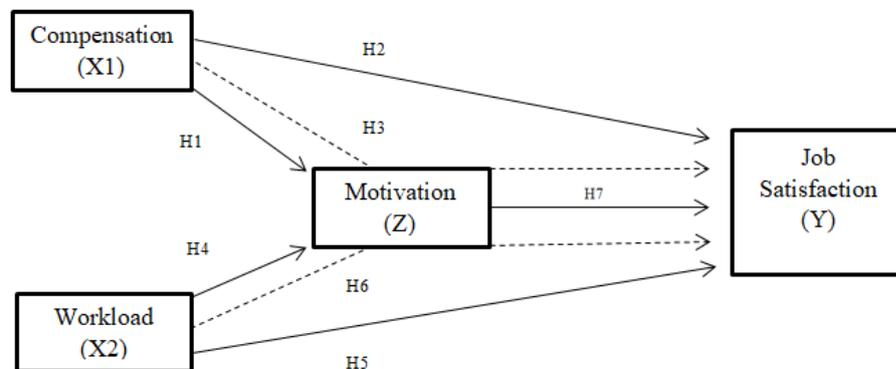H7: Motivation (Z) has a positive and significant effect on Job Satisfaction (Y).

Figure 1. Conceptual Framework

The hypothesis formed from the following picture is:

H1: Compensation has a positive and significant effect on motivation

H2: Compensation has a positive and significant effect on job satisfaction

H3: Compensation has a positive and significant effect on Job Satisfaction through Motivation

H4: Workload has a positive and significant effect on motivation

H5: Workload has a positive and significant effect on job satisfaction

H6: Workload has a positive and significant effect on Job Satisfaction through Motivation

H7: Motivation has a positive and significant effect on Job Satisfaction

METHODOLOGY

This research uses a quantitative approach to measure the influence of compensation and workload on job satisfaction through motivation in 51 employees at PT Bluebird Group Pool XX. Quantitative methods are research techniques rooted in positivism, used to study specific populations or samples by gathering data through instruments and analyzing it statistically to describe and test hypotheses (Sugiono, 2018).

The dependent variable in this research is Job Satisfaction (Y), and the independent variable is Compensation (X1) and Workload (X2) and the intervening variable is Motivation (Z) Population is an area of organizations, people, regions, or other data that will be studied which can be the number of companies, number of employees or number of years (Kasmir, 2022). The study involved 51 employees from Pool XX. Using saturated sampling, all members of the small population were included as the sample for this research.

Data for this study were gathered through surveys and literature review, then analyzed with SEM-PLS using the Smart-PLS tool: Outer Model and Inner Model.

RESEARCH RESULT

When filling out the questionnaire, information is collected regarding the personal information of the respondents is shown in the table below, outlining their characteristics in this study.

Table 5. Description of Respondents

No	Based on	Characteristic	Number	Percentage
1	Gender	Male	51	100%
2	Age	20-25	16	31.4%
		26-30	7	13.7%
		31-35	4	7.8%
		36-40	5	9.8%
		41-50	14	27.5%
		>50	5	9.8%
3	Years of Work	<3 Tahun	16	31.4%
		>5 Tahun	9	17.6%
		>10 Tahun	6	11.8%
		>15 Tahun	20	39.2%

Testing the Measurement Model (Outer Model)

This study assesses validity using convergent and discriminant validity based on the reflective indicator model. Convergent validity is achieved if the loading factor is > 0.7 and AVE > 0.5. Reliability is determined by Composite Reliability and Cronbach's Alpha, with acceptable levels at > 0.7 and > 0.6, respectively (Ghozali, 2021).
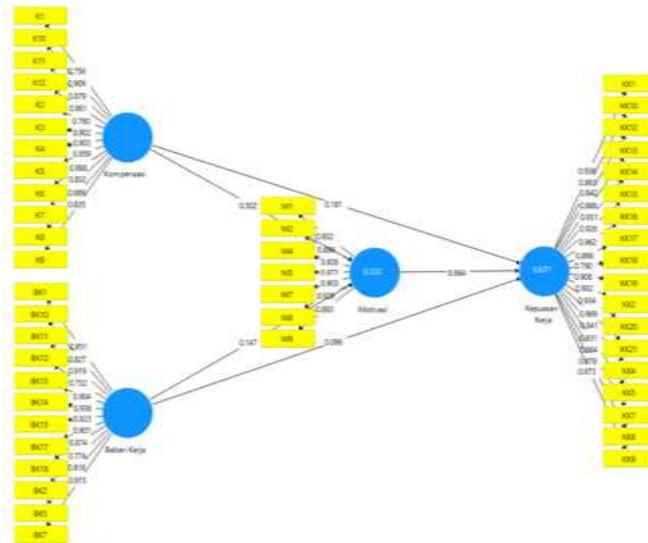
Figure 2. Loading Factor

Table 6. Outer Loadings

Variable	Indicator	Loading Factor	Minimum Requirement	Description
Compensation (X1)	K1	0.756	> 0,7	Valid
	K2	0.760	> 0,7	Valid
	K3	0.902	> 0,7	Valid
	K4	0.903	> 0,7	Valid
	K5	0.859	> 0,7	Valid
	K6	0.868	> 0,7	Valid
	K7	0.832	> 0,7	Valid
	K8	0.899	> 0,7	Valid
	K9	0.835	> 0,7	Valid
	K10	0.909	> 0,7	Valid
	K11	0.879	> 0,7	Valid
	K12	0.861	> 0,7	Valid
Workload(X2)	BK1	0.951	> 0,7	Valid
	BK2	0.774	> 0,7	Valid
	BK5	0.916	> 0,7	Valid
	BK7	0.915	> 0,7	Valid
	BK10	0.827	> 0,7	Valid
	BK11	0.919	> 0,7	Valid
	BK12	0.732	> 0,7	Valid
	BK13	0.904	> 0,7	Valid
	BK14	0.936	> 0,7	Valid
	BK15	0.923	> 0,7	Valid
	BK17	0.901	> 0,7	Valid
	BK18	0.874	> 0,7	Valid
Motivation(Z)	M1	0.932	> 0,7	Valid
	M2	0.896	> 0,7	Valid

	M4	0.926	> 0,7	Valid
	M5	0.872	> 0,7	Valid
	M7	0.903	> 0,7	Valid
	M8	0.929	> 0,7	Valid
	M9	0.893	> 0,7	Valid
Job Satisfaction(Y)	KK1	0.936	> 0,7	Valid
	KK2	0.902	> 0,7	Valid
	KK4	0.841	> 0,7	Valid
	KK5	0.931	> 0,7	Valid
	KK7	0.884	> 0,7	Valid
	KK8	0.879	> 0,7	Valid
	KK9	0.873	> 0,7	Valid
	KK10	0.863	> 0,7	Valid
	KK12	0.842	> 0,7	Valid
	KK13	0.886	> 0,7	Valid
	KK14	0.931	> 0,7	Valid
	KK15	0.926	> 0,7	Valid
	KK16	0.962	> 0,7	Valid
	KK17	0.866	> 0,7	Valid
	KK18	0.790	> 0,7	Valid
	KK19	0.908	> 0,7	Valid
	KK20	0.934	> 0,7	Valid
	KK21	0.969	> 0,7	Valid

The data analysis results in Figure 2 and Table 6 show that each indicator's loading factor exceeds 0.7, confirming its validity. The Fornell-Larcker criterion evaluates discriminant validity by comparing a construct's AVE square root to those of other constructs. The discriminant validity results for each indicator and construct are displayed below:

Table 7. Uji Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT)

	Kompensasi	Beban Kerja	Motivasi	Kepuasan Kerja
Compensation				
Workload	**0.414**			
Motivation	0.574	**0.357**		
Job satisfaction	0.596	0.401	**0.815**	

According to Henseler in Joseph E Hair (2022), It is recommended that the measurement value be below 0.90. The validity test results using HTMT parameters in Table 7 meet this requirement, indicating discriminant validity is achieved.

Table 8. Fornell-Larcker Test Results

	Kompensasi	Beban Kerja	Motivasi	Kepuasan Kerja
Compensation	**0.857**			
Workload	0.405	**0.883**		
Motivation	0.561	0.350	**0.908**	
Job satisfaction	0.593	0.402	0.800	**0.897**

The analysis in Table 8 shows the Fornell-Larcker values for each variable, where each variable's AVE square root is higher than the inter-variable correlation, satisfying the Fornell-Larcker criteria.

After testing for discriminant validity, the AVE (Average Variance Extracted) value is then examined. An AVE value above 0.5 is considered good.

Table 9. Average Variance Extracted Values for Each Variable

Variabel	Nilai AVE (*Average Variance Extracted*)
Compensation	0.734
Workload	0.780
Job satisfaction	0.824
Motivation	0.804

The data analysis results from SmartPLS show that each variable's AVE value is above 0.5, indicating that the AVE meets testing standards, and thus the research model is valid. Reliability testing is conducted through two methods: Composite reliability and Cronbach's Alpha: A construct is deemed reliable if its composite reliability score is above 0.7 in the early stage (Ghozali, 2021).

Table 10. Composite Reliability Test Results

Variabel	Composite Reliability	Syarat	Keterangan
Kompensasi	0.971	>0,7	Reliabel
Beban Kerja	0.977	>0,7	Reliabel
Motivasi	0.970	>0,7	Reliabel
Kepuasan Kerja	0.987	>0,7	Reliabel

The table above indicates that each variable has a composite reliability score exceeding 0.7, with Motivation (Z) being the lowest at 0.970 and Job Satisfaction (Y) the highest at 0.987. Thus, the research model satisfies the composite reliability requirement. The next step in reliability testing is assessing Cronbach's alpha, with a construct deemed reliable if the value exceeds 0.6 (Ghozali, 2021).

Table 11. Cronbach's Alpha Test Results

Variabel	Cronbach's Alpha	Syarat	Keterangan
Compensation	0.967	>0,6	Reliabel
Workload	0.974	>0,6	Reliabel
Motivation	0.964	>0,6	Reliabel
Job satisfaction	0.986	>0,6	Reliabel

The table shows that all variables have a Cronbach's alpha greater than 0.6, with the Motivation variable (Z) having the lowest value of 0.964 and the Job Satisfaction variable (Y) the highest at 0.986. Therefore, the research model is reliable.

Structural Model Testing (Onner Model)

This evaluation phase presents a method for assessing the structural model using PLS, starting with the R-squared value, predicting Q2 relevance, the Goodness of Fit Index (GoF), and evaluating the significance of construct relationships via path coefficients.

The R^2 values of 0.67, 0.33, and 0.19 indicate a strong, moderate, and weak model, respectively (Ghozali, 2021). The R^2 values are shown in the table below:

Table 12. R-square Value (R^2) from the Research Model

Konstruk	R-square	R-square adjusted
Motivation	0.333	0.305
Job satisfaction	0.677	0.657

Table 12. shows that Compensation and Workload account for 67.7% of Job Satisfaction, leaving 32.3% to other factors. Compensation, Workload, and Job Satisfaction explain 33.3% of Motivation, with the remaining 66.7% influenced by other variables.

The Q^2 value can be calculated using the following formula:

$$Q^2 = 1 - ((1 - R^2)(1 - R2^2) \dots (1 - Rx^2)$$
$$= 1 - ((1 - 0.677^2)(1 - 0.333^2))$$
$$= 0.518$$

The calculations show that the Q^2 value is greater than 0, indicating that the model has predictive relevance, meaning its outputs and parameter estimates are accurate and relevant.

The Goodness of Fit Index (GoF) evaluates both the measurement and structural models. GoF values of 0.10, 0.25, and 0.36 indicate small, medium, and large fits, respectively (Ghozali, 2021). It is calculated using the following formula:

GoF Indeks
$$= \sqrt{AVE x R^2}$$
$$= \sqrt{((0{,}734 + 0{,}780 + 0{,}824 + 0{,}804)/4)x(0{,}677 + 0{,}333)/2))}$$
$$= \sqrt{0{,}7855 x 0{,}505}$$
$$= 0{,}629$$

The Goodness of Fit Index (GoF) calculation yields a value of 0.629, indicating that the performance of both the outer and inner models is good, as the GoF exceeds the 0.36 threshold for a large scale.

Hypothesis Testing

Hypothesis testing is conducted using SEM analysis through SmartPLS. It not only validates the theory but also assesses the relationship between latent variables. The hypothesis is accepted if the T-statistic exceeds the T-Table value, and the P-value is used to determine acceptance—if P < 0.05, Ha is accepted.

Table 13. Hypothesis Testing Results for Direct Effects

	Original Sample (0)	Sample Mean (M)	Standard deviation (STDEV)	T Statistics (|O/STDEV|)	P values	Keterangan
(H1) Kompensasi (X1) -> Motivasi (Z)	0.502	0.511	0.141	3.567	0.000	Berpengaruh positif dan signifikan
(H2) Kompensasi (X1) -> Kepuasan Kerja (Y)	0.181	0.184	0.157	1.152	0.250	Tidak berpengaruh signifikan
(H4) Beban Kerja (X2) -> Motivasi (Z)	0.147	0.157	0.143	1.025	0.306	Tidak berpengaruh signifikan
(H5) Beban Kerja (X2) -> Kepuasan Kerja (Y)	0.096	0.108	0.114	0.842	0.400	Tidak berpengaruh signifikan
(H7) Motivasi (Z) -> Kepuasan Kerja (Y)	0.664	0.658	0.151	4.389	0.000	Berpengaruh positif dan signifikan

Based on Table 13, the path coefficient is 0.502, the t-statistic is 3.567 (above 1.96), and the P-value is 0.000 (below 0.05), showing that the Compensation variable (X1) has a significant positive effect on Motivation (Z). Thus, hypothesis (H1) is supported.

According to Table 13, the path coefficient is 0.181, the t-statistic is 1.152 (less than 1.96), and the p-value is 0.250 (greater than 0.05). This indicates that the Compensation variable does not significantly impact Job Satisfaction, leading to the rejection of hypothesis (H2). According to Table 13, the path coefficient is 0.147, the t-statistic is 1.025 (< 1.96), and the p-value is 0.306 (> 0.05), indicating that the Workload variable does not significantly impact Motivation. Therefore, hypothesis (H4) is rejected. According to Table 13, the path coefficient is 0.096, the t-statistic is 0.842 (less than 1.96), and the p-value is 0.400 (greater than 0.05). This indicates that the Workload variable does not significantly impact Job Satisfaction, leading to the rejection of hypothesis (H5). According to Table 13, the path coefficient is 0.664, the t-statistic is 4.389 (>1.96), and the p-value is 0.000

(<0.05), indicating that the Motivation variable (Z) significantly influences Job Satisfaction (Y). Therefore, hypothesis (H7) is rejected.

Tabel 14. Hasil Pengujian Hipotesis untuk Pengaruh tidak Langsung

	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T Statistics (|O/STDEV|)	P values	Keterangan
(H3) Kompensasi (X1) -> Motivasi (Z) -> Kepuasan Kerja (Y)	0.333	0.335	0.12	2.775	0.006	Berpengaruh positif dan signifikan
(H6) Beban Kerja (X2) -> Motivasi (Z) -> Kepuasan Kerja (Y)	0.098	0.104	0.101	0.968	0.334	Tidak berpengaruh signifikan

According to Table 14, the path coefficient is 0.333, the t-statistic is 2.775 (greater than 1.96), and the p-value is 0.006 < 0.05. This means that the Compensation variable (X1) has a positive and significant effect on the Job Satisfaction variable (Y) through the Motivation variable (Z). Thus hypothesis (H3) is accepted.

According to Table 14, the path coefficient is 0.098, the t-statistic is 0.968 (less than 1.96), and the p-value is 0.334 > 0.05. This means that the Workload variable (X2) has no significant effect on the Job Satisfaction variable (Y) through the Motivation variable (Z). Thus hypothesis (H6) is rejected.

DISCUSSION
The Effect of Compensation on Motivation
The hypothesis test results indicate that H1 is accepted, meaning compensation positively and significantly impacts motivation. From this information, it means that compensation is a variable that influences work motivation among employees at PT Bluebird Group Pool XX. This indicates that employees are motivated when the compensation aligns with their workload and desires. This supports previous research by Anik Hermingsih and Desti Purwanti (2023), which found that compensation positively and significantly impacts employee motivation.

The Effect of Compensation on Job Satisfaction

The hypothesis test results show that H2 is rejected, indicating that compensation does not impact job satisfaction. Therefore, compensation has no effect on job satisfaction for employees at PT Bluebird Group Pool XX. This can happen because other factors are more dominant in influencing job satisfaction. From the results of in-depth interviews with employees, several employees stated that although the compensation they received was adequate, they valued support from superiors, a good work environment and opportunities for career development. This aligns with the study by Pernanda Wulandari (2022), which found that compensation has an insignificant negative impact on employee job satisfaction.

The Effect of Compensation on Job Satisfaction through Motivation

The hypothesis test results indicate that H3 is supported, confirming that compensation positively and significantly influences job satisfaction through motivation. This indicates that motivation effectively mediates the impact of compensation on job satisfaction for PT Bluebird Group employees. Empirical evidence shows that the company's compensation can boost motivation, leading to higher employee satisfaction. In other words, higher compensation positively influences work motivation, which in turn enhances job satisfaction. This aligns with research by Hasmiah, Saban Echdar, and Maryadi (2020), which found that compensation significantly affects job satisfaction through employee motivation.

The Effect of Workload on Motivation

The hypothesis test results indicate that H4 is rejected, concluding that workload does not impact motivation. Therefore, workload is not a factor influencing the motivation of PT Bluebird Group Pool XX employees. From the results of in-depth interviews, several employees stated that even though their workload was high, they remained motivated because they felt their work had meaning and received appreciation from the company. This shows that employees have adjusted to their workload and there is appreciation from their superiors. This aligns with a study by Hutabarat et al. (2023), which found that workload negatively and insignificantly affects motivation.

The Effect of Workload on Job Satisfaction

The hypothesis test shows that H5 is rejected, suggesting workload has no effect on job satisfaction. Therefore, workload has no effect on the job satisfaction of PT Bluebird Group Pool XX employees. From the results of in-depth interviews, several employees stated that factors such as the work environment and relationships between employees played a greater role in determining their level of satisfaction. This also shows that workload is a normal part of their job and does not link it directly to job satisfaction. Thus, it shows that the level of workload experienced by employees has no influence on the level of job satisfaction. This aligns with Agung Aditya Saputra's (2022) study, which found that workload has a minimal and negative impact on job satisfaction.

The Effect of Workload on Job Satisfaction through Motivation

The hypothesis test shows that H6 is rejected, suggesting that workload does not affect job satisfaction via motivation. This suggests that workload does not affect job satisfaction via the motivation variable for PT Bluebird Group Pool XX employees. From the results of in-depth interviews, several employees stated that even though they sometimes have quite a high workload, they are still satisfied with their work because of the support they receive from colleagues and superiors, as well as opportunities for personal development. Thus, It indicates that employee workload does not affect job satisfaction through motivation. This aligns with the study by Kusuma Chandra Kirana, Ambar Lukitaningsih, and Dorce Marchiliya Londin (2021), which also found no motivational impact on the link between workload and job satisfaction.

The Influence of Motivation on Job Satisfaction

The hypothesis test results indicate that H7 is accepted, confirming that motivation significantly impacts job satisfaction. This suggests that work motivation plays a key role in influencing employee satisfaction at PT Bluebird Group Pool XX. So, it can be said that motivation is an internal factor that encourages employees to act or work. When employees feel motivated, they typically show a more positive outlook on their work and experience higher satisfaction with their tasks and results. This supports a study by Ni Kadek Sari Jayanti Dhani and Ida Bagus Ketut Surya (2023), which found that compensation greatly enhances job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

From the discussion and based on the data analysis with the SEM PLS method, the following conclusions can be made:

1. Compensation has a significant positive impact on work motivation, indicating that employees feel motivated when the company offers compensation aligned with their workload and needs.
2. Compensation does not significantly influence job satisfaction, suggesting that while important for motivation, it doesn't affect employees' job satisfaction levels.
3. Compensation positively impacts job satisfaction through work motivation, showing that motivation acts as a mediator, enhancing both work motivation and job satisfaction when compensation is adequate.
4. Workload has little impact on work motivation, indicating that the amount of work does not influence employees' motivation levels.
5. Workload does not significantly impact job satisfaction, meaning the workload does not directly alter employee satisfaction.
6. Workload does not significantly affect work motivation, indicating that the workload level doesn't influence job satisfaction through motivation.
7. Motivation greatly influences job satisfaction, highlighting its role as a crucial factor in shaping employee satisfaction at PT Bluebird Group Pool XX.

According to findings from bootstrapping and in-depth interviews, several concrete steps that can be taken are as follows:

1. Compensation is something that has a positive and it has a strong impact on motivation, so it is suggested:
   a. Companies can improve incentive programs by providing additional bonuses to employees who achieve or exceed targets.
   b. Companies are advised to continue to carry out regular reviews and improvements to benefits such as health insurance, leave and retirement planning. Which can improve employee welfare and make employees feel more appreciated.
2. According to detailed interviews and bootstrapping findings, job satisfaction is influenced by the work environment and management. To enhance job satisfaction, it is suggested:
   a. Companies are advised to maintain and continue to improve a safe and comfortable work environment. Companies can focus on several strategic steps such as; clarify work rules and procedures so that they are easier to understand and follow by all employees, install clear work signs to indicate safety standards in strategic locations so they are easily visible, establish and evaluate consistent sanctions for rule violators and carry out regular monitoring of rule implementation and provide feedback to employees.
   b. Companies should keep enhancing managers' supervisory skills through leadership and management training to better support and guide employees in their daily work.
3. Motivation has a strong, beneficial effect on work satisfaction, making it essential:
   a. Companies can implement comprehensive career development programs, including training and workshops for skills development as well as internal promotion opportunities.
   b. Companies are advised to provide mentorship and coaching programs that can help employees achieve their maximum potential and increase work motivation.
4. Workload has little effect on motivation and job satisfaction. Therefore, it is suggested:
   a. Companies can carry out regular evaluations of workload to ensure that the distribution of tasks is in accordance with employee capacity and abilities.
   b. Companies can evaluate and improve targets and provide the necessary support so that employees can achieve success in their work.
5. Based on the in-depth interview findings, teamwork and good communication are important factors in job satisfaction. For this reason it is recommended:
   a. Companies can pay attention to and continue to improve routine communication, such as weekly or monthly meetings to discuss work developments, challenges faced and solutions that can be taken together.

6. From the results of deep interviews, employees feel motivated by the recognition and appreciation given. For this reason it is recommended:
   a. Companies can create monthly or quarterly appreciation programs as a form of appreciation for employee contributions and achievements. This can be in the form of praise, certificates, awards or bonuses.
   b. Companies can provide direct and regular positive feedback to employees who have demonstrated good performance, so that employees feel appreciated and continue to be motivated.

ADVANCED RESEARCH

1. This study has a limited population. Future research should include a larger and more diverse sample. Increasing the number of respondents can provide more representative results and increase the validity and reliability of research findings.
2. This research was only conducted in the transportation services sector, therefore future researchers can research further on how factors such as compensation, workload, and motivation influence job satisfaction in other business sectors.
3. This research only focuses on compensation variables, workload, motivation and job satisfaction. For further research, adding other variables that could impact job satisfaction is advisable, such as work environment, organizational culture, and career development opportunities.

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