



Optimizing Job Satisfaction Through Financial Compensation and Occupational Safety and Health (OSH)

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Abstract

Within the domain of human resource management, employee job satisfaction constitutes a fundamental element, as it directly enhances organizational effectiveness and sustainability. This study investigates the impact of financial compensations and occupational safety and health (OSH) on job satisfaction. A survey instrument that completed thorough validity and reliability evaluations was used to gather data from 100 participants utilizing a quantitative research methodology. With a coefficient of 0.459, a t-value of 6.520, and a significance level of 0.000, the use of multiple linear regression analysis demonstrated that financial compensation considerably and favorably effects job satisfaction. Similarly, occupational safety and health exhibited a significant positive impact, marked by a coefficient of 0.268, a t-value of 4.317, and a significance level of 0.000. The joint significance test yielded an F-statistic of 52.596 (significance level 0.000), validating that the independent variables collectively affect employee satisfaction. Consequently, these outcomes underscore the criticality of integrating competitive financial packages with robust safety protocols to maximize overall job satisfaction.

INTRODUCTION

In recent years, the modern retail sector in Indonesia has experienced complex dynamics as a result of increasingly intense business competition and rapid changes in consumer behavior (Zhang et al., 2024). PT Sumber Alfaria Trijaya Tbk, as a large retail entity with an extensive network such as Alfamart, is highly dependent on the performance of operational employees in warehouses who are responsible for ensuring the smooth distribution of products to all branches. However, based on preliminary observations and internal reports, a decline in work motivation and an increase in employee complaints regarding the compensation system, occupational safety aspects, and excessive workloads in the warehouse department have been identified (Nilsson et al., 2025). A similar phenomenon has also been revealed by international research, where perceived unfair compensation has been shown to reduce job satisfaction and employee performance (Ohunakin & Olugbade, 2022). The Occupational Safety and Health (OSH) system in the workplace is critically important for warehouses that have high levels of occupational risk. This makes it essential for building a safe workplace for employees (Stefanov, 2023).

Employee job satisfaction functions as a pivotal component intrinsically linked with workforce performance, organizational loyalty, and dedication (Goetz & Wald, 2022; Prasetyaningrum & Hendarsjah, 2022). Insufficient satisfaction frequently precipitates elevated

staff turnover and absenteeism, subsequently influencing business supply chain performance (Gu et al., 2023). Research conducted by Muchtarruddin et al. (2023) highlights that the efficacy of Occupational Safety and Health (OSH) initiatives enhances job satisfaction within the industrial sector. Conversely, Stofberg et al. (2022) posit that equitable and transparent financial compensation serves as a primary determinant for elevating satisfaction and diminishing turnover intentions among the younger generation. Consequently, comprehending the interplay among financial compensation, OSH implementation, and employee job satisfaction is essential for formulating effective human resource strategies (Bilad et al., 2024; Quader, 2024).

This study investigates the relationship between financial compensation and occupational safety and health (OSH) and employee job satisfaction. More specifically, this study evaluates the extent to which adequate financial compensation contributes to increased job satisfaction, as well as how effective OSH implementation can strengthen this relationship. The objective of this study is to provide an empirical analysis of the most significant determining factors influencing job satisfaction, which can be used as a basis for developing policies aimed at improving employee welfare and safety in the warehouse work environment.

The distinct contribution of this research lies in its specific contextual setting and the integration of selected variables. Unlike previous studies that generally focus on the manufacturing or hospitality sectors (Lilis & Priscilla, 2025), this study examines the relationship between OSH implementation, financial compensation, and job satisfaction in the context of modern warehouse operations in the retail sector. Prior research demonstrates that compensation exerts a substantial influence on motivation and performance, while the implementation of occupational safety and health (OSH) improves loyalty (Dewi et al., 2022). However, the integration of these two factors is rarely discussed in the context of distribution and logistics, which involve high occupational risks. Consequently, it is expected that this study will broaden theoretical insights into human resource management (HRM), especially those related to job satisfaction factors in the distribution-based retail sector.

Theoretically, the results of this investigation are expected to contribute to the discipline of human resource management by reinforcing the idea that fair financial compensation and consistent implementation of occupational safety and health serve as crucial factors influencing employee job satisfaction (Firdaus & Oetarjo, 2023). Meanwhile, in practical terms, these findings are expected to serve as a reference for management in designing strategies to improve employee welfare, enhance the compensation system, and strengthen the culture of occupational safety in the warehouse environment. Therefore, the results of this study contribute to theoretical discourse while providing practical strategies for companies seeking to optimize organizational performance and reduce workplace strain among employees.

Financial compensation encompasses the monetary and economic rewards disbursed to personnel as recompense for their professional contributions and performance within an organizational structure. According to Firdaus & Oetarjo (2023) in the *Compensation Management* textbook, financial compensation includes base salary, incentives, bonuses, allowances, and other financial benefits that directly affect employee welfare. Fair compensation that is commensurate with workload tends to foster a sense of appreciation and increase work motivation, which in turn leads to higher job satisfaction. This statement is reinforced by Kabiana's (2021) study, which shows a positive correlation between the level of financial compensation received by an employee and their perceived job satisfaction (Kabiana,

2021). Malik & Musah (2025) also emphasize that competitive compensation can reduce employees' intention to leave the company because it provides a sense of fairness and economic stability (Malik & Musah, 2025).

Financial compensation variables in this study are measured through two dimensions, namely direct and indirect financial compensation. The dimension of direct financial compensation is represented by indicators such as the suitability of base salary to job level and responsibilities, the appropriateness of the salary received, and the provision of bonuses, including annual bonuses, performance bonuses, and holiday bonuses. In addition, the indirect financial compensation dimension is represented by indicators of social security benefits, which include participation in the BPJS Ketenagakerjaan (Employment Social Security Program), work accident insurance, and pension insurance, as well as the fulfillment of employees' annual leave rights (Firdaus & Oetarjo, 2023).

H1: Financial compensation affects job satisfaction.

The connection between K3 and job satisfaction

K3 (occupational safety and health) is a system designed to ensure safe and healthy working conditions, free from the risk of accidents and work-related illnesses. According to Istiqamah & Thamrin (2022), K3 not only focuses on physical protection but also on psychological aspects and the mental well-being of employees (Istiqamah & Thamrin, 2022). Establishing a secure work setting promotes feelings of safety and organizational trust, thereby contributing to elevated job satisfaction levels. Muchtarruddin et al. (2023) also highlight that the effective execution of OSH measures exerts a significant positive influence on job satisfaction, driven by factors such as heightened security, reduced occupational stress, and increased employee loyalty (Muchtarruddin et al., 2023). Thus, personnel who perceive adequate health safeguards and organizational care demonstrate higher job satisfaction compared to those operating in hazardous environments lacking sufficient protection.

Occupational safety and health (OSH) aspects were measured in this study based on two dimensions: occupational safety and occupational health protection. The occupational safety dimension was operationalized through indicators including the prevention of occupational accidents, the use of personal protective equipment (PPE), and the implementation of safe work procedures in warehouse operations. Furthermore, the occupational health dimension is measured through indicators such as occupational health promotion, adequate work shift and rest time arrangements, and the maintenance of warehouse environmental cleanliness and hygiene (Aprilliani et al., 2022).

H2: Occupational safety and health affects job satisfaction.

The connection between financial compensation and K3 on job satisfaction

Financial compensation and the implementation of occupational safety and health (OSH) simultaneously have complementary effects on job satisfaction (Wirawan & Ayu Sriathi, 2022). Financial compensation acts as an extrinsic factor that fulfills employees' economic needs and sense of fairness, while K3 serves as an intrinsic factor that fosters a sense of security and comfort at work (Mantara & Rini, 2023). When these two factors are balanced, employees not only feel financially rewarded but also physically and mentally protected, which in turn increases their overall job satisfaction. A study by Prakoso & Budiono (2025) found that the implementation of HSE (Health, Safety, and Environment) practices, along with adequate

compensation, can strengthen employee commitment and job satisfaction in high-risk work environments (Prakoso & Budiono, 2025).

Comprehensively, employee job satisfaction in this study covers several well-established dimensions in the literature, namely satisfaction with compensation and recognition, satisfaction with job tasks, and relationships with supervisors. Indicators of job satisfaction include the appropriateness of compensation relative to workload, recognition of performance by the company, clarity of tasks and work procedures, suitability of tasks to abilities, openness of communication with supervisors, and support from supervisors in completing work (Tumanggor, 2020).

H3: The interaction between financial compensation and occupational safety and health affects job satisfaction.

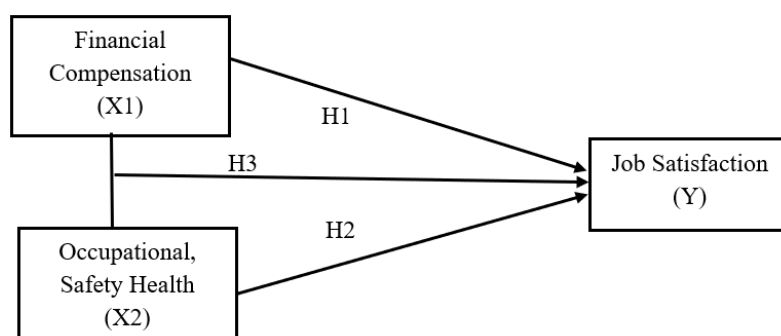


Figure 1. The Influence of Financial Compensation and Occupational Health on Job Satisfaction

METHOD

The present investigation utilized a quantitative methodology underpinned by a descriptive-verifiable framework to examine the impact of financial compensation and occupational safety and health (OSH) on employee job satisfaction. The research setting was the warehouse of PT. Sumber Alfaria Trijaya Tbk, located in Cirebon. The target population totaled 100 warehouse staff, and the sampling procedure entailed saturated sampling, thereby ensuring the entire population served as respondents.

Information gathering was executed via a five-point Likert scale instrument, formulated grounded in a review of existing literature. The study's conceptual framework incorporated financial compensation (X1) and occupational safety and health (X2) as predictor variables, while job satisfaction (Y) functioned as the outcome variable.

The empirical data were subjected to analysis utilizing the IBM SPSS Statistics application. This workflow comprised evaluations of the measurement instruments' validity and reliability, alongside verifications of standard regression prerequisites, specifically normality, multicollinearity, and heteroscedasticity, prior to executing multiple linear regression. In the realm of statistical analysis, the t-test was implemented to evaluate individual parameter significance, while the F-test served to examine the joint significance of the model. Additionally, the coefficient of determination (R^2) was computed to quantify the proportion of variance in the outcome variable accounted for by the predictor variables. All hypothesis testing procedures were established with a significance level of 0.05.

RESULTS AND DISCUSSION

Demographic Data

Table 1. Demographic Data of Respondents

Category	Possible Answer	F	%
Age	20 – 25 Year	39	39 %
	26 – 30 Year	45	45 %
	31 – 35 Year	16	16 %
Education	SMP	0	0 %
	SMA/SMK	57	57 %
	S1	43	43 %
Employment Period	1 – 3 Year	28	28 %
	3 - 5 Year	37	37 %
	6 Year	35	35 %

This study comprised a sample of 100 participants, with demographic profiling focusing on employment duration, educational background, and age. The respondents were stratified into three age categories: 20–25, 26–30, and 31–35 years. Academically, the group consisted of graduates from senior high schools, vocational high schools, or bachelor's degrees (Strata 1/S1), but none of them had a junior high school (SMP) diploma. The length of employment of respondents was categorized into 1–3 years, 3–5 years, and 6 years or more. These demographic data serve as a general description of the profile of respondents in this study.

Table 2. Validity Test

Variable	Statement	r Count	r Table
Financial	X1.1	0,720	0,165
Compensation	X1.2	0,708	0,165
	X1.3	0,526	0,165
	X1.4	0,760	0,165
	X1.5	0,660	0,165
	X1.6	0,625	0,165
Occupational	X2.1	0,688	0,165
Safety	X2.2	0,540	0,165
Health (OSH)	X2.3	0,625	0,165
	X2.4	0,659	0,165
	X2.5	0,757	0,165
	X2.6	0,616	0,165
Job Satisfaction	Y1	0,696	0,165
	Y2	0,678	0,165
	Y3	0,634	0,165
	Y4	0,539	0,165
	Y5	0,646	0,165
	Y6	0,664	0,165

Source: SPSS-processed data, 2026

All of the items in Financial Compensation (X1), Occupational Safety and Health (K3) (X2), and Job Satisfaction (Y) have estimated r values that are higher than the table r value of 0.165, according to the validity test results. For the financial compensation variable, the

calculated r values ranged from 0.526 to 0.760, while for the OSH variable, they ranged from 0.540 to 0.757. These findings indicate that all indicators in both variables have an adequate correlation with the total score of the measured variables.

In addition, for the job satisfaction variable, the r hit value ranged from 0.539 to 0.696, > r table. As a result, this research tool could be trusted for additional study since all the statement items in the three variables were deemed legitimate and useful in measuring the target construct.

Table 3. Reliability Test

Variable	Cornbach's Alpha	Revenue Value	Description
Financial Compensation	0,749	0,6	Reliable
Occupational, Safety Health (OSH)	0,719	0,6	Reliable
Job Satisfaction	0,713	0,6	Reliable

Source: SPSS-processed data, 2026

Reliability testing demonstrated that each variable within this study met the criterion of a Cronbach's Alpha coefficient exceeding 0.6. Specifically, the recorded values were 0.719 for K3, 0.713 for Job Satisfaction, and 0.749 for Financial Compensation. These statistics affirm the sufficient internal consistency of the instruments utilized

Table 4. Normality Test Result

N		Unstandardized Residual
		100
Normal Parameter a,b	Mean	.0000000
	Std. Deviation	1.68191240
Most Extreme Differences	Absolute	.056
	Positive	.049
	Negative	-.056
Test Statistic		.056
Asymp. Sig. (2-tailed)		.200

Source: SPSS-processed data, 2026

The result derived from the normality assessment indicate a 2-tailed asymptotic significance of 0.200. Given that this metric exceeds the 0.05 criterion, the data satisfies the assumption of normality. Alongside the Kolmogorov-Smirnov method, normality verification is also conducted through visual assessment using the histogram and P-Plot graphs presented below.

Tabel 5. Multicollinearity Test Results

Model	Coefficients ^a	Collinearity Statistic	
		Tolerance	VIF
1	Financial Compensation	.813	1.230
	Occupational, Safety Health	.813	1.230

Source: SPSS-processed data, 2026

Table 4 presents the outcomes of the multicollinearity assessment, revealing that both the financial compensation (X1) and occupational safety and health (X2) variables demonstrate a tolerance statistic of 0.813 and a Variance Inflation Factor (VIF) of 1.230. Considering that the tolerance statistic surpasses the 0.10 threshold and the VIF remains below 10, it is inferred that the independent variables within the regression model exhibit no signs of multicollinearity. Consequently, the regression model employed in this research at satisfies a fundamental classical assumption. Multiple linear regression analysis to assess the impact of financial compensation and occupational safety and health on employee job satisfaction can be continued thanks to this validation.

Table 6. Adjusted R2 for the Coefficient of Determination Test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721a	.520	.510	1.699

Source: SPSS-processed data, 2026

Table 6 illustrates the determination coefficient, indicating an Adjusted R Square of 0.510. This value implies that 51.0% of the variability in the dependent variable is attributed to Financial Compensation and Occupational Safety and Health within the study's conceptual framework. Conversely, the residual 49.0% is attributed to external factors excluded from the model's scope. All of these findings point to the regression model's adequate capacity to explain the variation in the dependant variable.

Table 7. Analysis of Multiple Linear Regression
Coefficients

Model		Unstandardized B	Coefficients Std.Error	Standardized Coefficients Beta	t	Sig.
1.	(Constant)	6.561	1.776		3.693	.000
	Financial Compensation	.459	.070	.509	6.520	.000
	Occupational, Safety Health	.268	.062	.337	4.317	.000

Source: SPSS-processed data, 2026

Table 7 summarizes the findings from the simple linear regression model, highlighting an intercept value of 6.561 ($p = 0.000$) that represents the baseline level of the dependent variable assuming all independent variables remain unchanged. For Financial Compensation, a regression coefficient of 0.459 was observed, alongside a t-statistic of 6.520 and a p-value of 0.000, confirming a statistically significant positive relationship with the dependent variable. Correspondingly, the Occupational Safety and Health (K3) variable demonstrates a coefficient of 0.268, a t-value of 4.317, and a significance value of 0.000, confirming a positive and significant impact. Furthermore, an analysis of the standardized beta coefficients indicates that Financial Compensation exerts a greater influence compared to Occupational Safety and Health within the specified model.

Table 8 Test Simultaneous (Uji F)ANOVA^a

	Model	Sum of Square	df	Mean Square	F	Sig.
1.	Regression	303.706	2	151.853	52.596	.000b
	Residual	280.054	97	2.887		
	Total	583.760	99			

Source: SPSS-processed data, 2026

Table 7 presents the outcomes of the F-test for simultaneous significance, indicating an F-statistic of 52.596 and a p-value of 0.000, which is lower than the established significance threshold. These findings suggest that Financial Compensation and Occupational Safety and Health, when considered jointly, exert a significant influence on the dependent variable. Hence, the regression model employed in this study is validated as suitable for describing the relationship between the independent and dependent variables.

The simultaneous examination reveals that financial compensation and OSH jointly possess a statistically significant effect on job satisfaction, evidenced by an F-statistic of 52.596 and a significance level of 0.000. Regarding individual effects, financial compensation shows a greater magnitude of influence on job satisfaction, indicated by a t-statistic of 6.520 ($p = 0.000$), whereas OSH maintains a significant relationship with a t-statistic of 4.317 ($p = 0.000$). Consequently, these findings confirm that both factors serve as positive contributors to employee job satisfaction.

Statistical analysis utilizing regression modeling indicates that financial compensation exerts a significant positive influence on job satisfaction, evidenced by a coefficient of 0.459 and a significance level of 0.000. Consequently, these results validate the notion that enhancements in employee compensation are directly linked to elevated levels of perceived job satisfaction. This reflects the fact that financial compensation remains a crucial factor that employees take into account when evaluating their satisfaction with their work.

These findings are consistent with those of Kabiana (2021), who states that financial compensation has a positive correlation with employee job satisfaction. This consistency can be explained by the direct relationship between financial compensation and the fulfillment of economic needs, as well as the perception of fairness in rewards for workloads. Furthermore, these findings also support the study by Firdaus and Oetarjo (2023), which confirms that the suitability of salaries, bonuses, and allowances contributes to improving employee welfare, thereby impacting job satisfaction. Thus, the empirical evidence from these findings reinforces the argument that proper management of financial compensation can increase employee job satisfaction.

Statistical outcomes from the partial regression analysis reveal that occupational safety and health (OSH) components exert a significant positive influence on job satisfaction, characterized by a coefficient of 0.268 and a p-value of 0.000. These results substantiate the assertion that elevating OSH standards correlates with heightened levels of employee job satisfaction. Additionally, a secure and health-conscious workplace cultivates a sense of well-being among staff members during the execution of their routine responsibilities.

This discovery is in line with the study by Istiqamah and Thamrin (2022), which confirms that effective OSH implementation has a positive impact on employee job satisfaction.

This consistency can be explained by the ability of OSH implementation to minimize work risks, reduce concerns related to accidents, and create more conducive working conditions. Furthermore, these findings also support the findings of Muchtarruddin et al. (2023), which confirm that occupational safety and health protection improves employees' perceptions of safety and comfort, thereby contributing to increased job satisfaction. Thus, the empirical evidence from this study reinforces the argument that OSH is a crucial element in shaping employee job satisfaction.

Statistical evaluation via simultaneous testing demonstrates that the combined influence of financial compensation and workplace safety and health significantly impacts job satisfaction, evidenced by an F value of 52.596 and a significance level of 0.000. Consequently, the data supports the notion that employee job satisfaction is not dictated by a solitary factor, but instead results from the interplay between monetary compensation and secure, healthful work environments.

These results are in line with the study of Wirawan and Ayu Sriathi (2022), which discovered that higher employee job satisfaction is a result of both compensation and occupational safety and health (OSH). This consistency shows that job satisfaction will increase optimally if employees receive adequate financial compensation and work in a safe environment. Furthermore, these findings also support the study by Prakoso and Budiono (2025), which concluded that adequate compensation and effective HSE implementation can increase job satisfaction, especially in the context of work environments with operational risks. The study's findings so support the idea that OSH and monetary compensation work together to increase employee job satisfaction.

CONCLUSION

Research indicates that job satisfaction is significantly and positively influenced by both occupational safety and health (OSH) and financial compensation, highlighting the importance of a safe, healthy work environment alongside fair wages, incentives, and financial benefits in enhancing employee contentment. Effective OSH implementation fosters a sense of security and comfort, while appropriate compensation strengthens perceptions of fairness and motivation; together, these factors interact to shape overall job satisfaction, emphasizing the need for a balanced human resource management approach. Based on these findings, organizations are encouraged to improve compensation systems to ensure fairness and alignment with job demands, while also strengthening OSH practices through strict supervision, adequate provision of personal protective equipment, and the creation of a safe workplace environment. Future research should incorporate additional variables influencing job satisfaction, such as leadership style or organizational culture, and expand both the sample scope and methodological approaches to generate more comprehensive and robust insights.

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