

The Influence of Work Motivation, Work Facilities, and Compensation on Job Satisfaction

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ABSTRACT

Prai Ijing Traditional Village offers interesting cultural tourism potential for visitors who are interested in getting to know and experience traditional Sumbanese life. Tourists can learn about customs, watch traditional dance performances, and obtain typical Sumbanese handicrafts. Prai Ijing Traditional Village Tourism Potential is managed by the Tourism Awareness Group (POKDARWIS), in this management there are still various problems regarding human resources regarding work motivation, work facilities, and compensation that can contribute to job satisfaction.

This study aims to identify Work Motivation, Work Facilities, and Compensation of Pokdarwis Members of Prai Ijing Traditional Village, and to identify how Work Motivation, Work Facilities, and Compensation contribute to job satisfaction partially and simultaneously. The method used is descriptive analysis through descriptive analysis techniques and multiple regression with SPSS 26 analysis tools. The sample used is a Saturated Sample with Non-Probability Sampling Technique to 500 Members of Pokdarwis Prai Ijing Traditional Village. The preliminary research results suggest that Work Motivation, Work Facilities, and Compensation are in the good range, and that Work Motivation, Work Facilities, and Compensation contribute partially and simultaneously. The conclusion in this study is that Work Motivation has an effect on Job Satisfaction. Work Facilities have an effect on Job Satisfaction. Compensation has an effect on Job Satisfaction and Work Motivation, Work Facilities, and Compensation have an effect simultaneously on Job Satisfaction of Pokdarwis Kampung Adat Prai Ijing.

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INTRODUCTION

Tourism is a sector that has played an important role in economic development. Millions of people have been drawn to explore cultures and natural landscapes in various parts of the world, as tourism has become a vital necessity for humanity. The interconnected economic chain that emerges will evolve into a service industry, which in turn will enhance economic welfare and drive economic growth (Bahri & Abdilah, 2022). One of the provinces in Eastern Indonesia with significant potential for tourism development is East Nusa Tenggara (NTT).

The growth of the tourism industry can have a substantial economic impact on the government, private enterprises, and local communities in tourist destinations. Alongside economic development and growth, the role of the tourism industry has increasingly expanded as a new sector contributing to the improvement of public welfare (Septiana et al., 2016). The advancement of the tourism industry leads to increased income for communities surrounding tourist areas. Kampung Adat Prai Ijing in Sumba has now become a cultural tourism attraction, from its distinctive architectural style to its cultural and spiritual activities. This picturesque village, imbued with dignity and rich in cultural values, was built by applying local wisdom.

The Prai Ijing Traditional Village is managed as a tourist attraction by the Tourism Awareness Group (POKDARWIS), which oversees all aspects of tourism development. POKDARWIS is a community-based management body that plays a strategic role in developing a region's natural and cultural wealth into a tourism destination (Mubarq & Prasetyo, 2024). The group is responsible for enhancing tourism potential, managing and maintaining tourism sites, promoting tourism, improving infrastructure, overseeing the conservation of natural and cultural heritage, and empowering the local community.

The roles and responsibilities carried out by the Tourism Awareness Group (POKDARWIS) make job satisfaction one of the key factors that must be consistently maintained. It is essential for employees of any organization or company to feel satisfied with their work. Without job satisfaction, employees may develop negative attitudes toward their jobs, such as losing interest, seeking other employment, reduced performance, and other complaints (Monde et al., 2022). One of the critical aspects of the relationship between an organization and its employees is job satisfaction (Sinto et al., 2023). Employees with high job satisfaction are more likely to be committed, contribute actively, and demonstrate strong dedication to the organization, ultimately being willing to work harder and more productively. Conversely, employees with low job satisfaction tend to have higher turnover rates, lower discipline, and reduced productivity (Robbins, 2012, as cited in (Deddy & Rahim, 2021)). Furthermore, every worker will be more motivated and encouraged to be productive in completing their tasks if their workplace provides adequate facilities and infrastructure (Sunarta, 2019, as cited in (Hutahayan & Riza, 2023)).

Job satisfaction among POKDARWIS members in Prai Ijing Traditional Village can be considered unsatisfactory. With compensation of IDR 30,000 per day and a maximum income of IDR 450,000 per month, work motivation is far from optimal. Additionally, there have been numerous cases of misconduct by POKDARWIS members toward tourists, particularly in relation to entrance fees. According to Wulansari and Pratama 2025, as cited in (Rahman et al., 2025) the lack of motivation has resulted in diminished responsibility and concern, ultimately hindering the overall service procedures in Prai Ijing Traditional Village. Inadequate and limited working facilities also contribute to dissatisfaction among POKDARWIS members. Furthermore, a lack of motivation can lead employees to violate established norms within the organization. Work facilities and work motivation are important factors in employee job satisfaction; however, compensation is also a key element that can influence a person's job satisfaction. Compensation is an essential component that drives individuals and groups to engage in certain activities, serving as a means to fulfill their daily needs. In a company, compensation refers to the remuneration received by an employee for the work they perform on a daily, weekly, or monthly basis. Thus, the compensation received by each employee represents the fulfillment of their rights to a basic salary, incentives, or bonuses, all measured in financial terms (Herispon & Firdaus, 2022). Compensation is provided to encourage employees to feel more satisfied with their work. It can serve as a tool to monitor and measure productivity or performance, as well as a means of achieving the company's objectives. Conversely, employees who demonstrate low productivity or performance may face reduced compensation.

Every worker has different needs and expectations, and compensation serves as a means to meet those living requirements (Puspita & Atmaja, 2020). A decline in company profits can also disrupt the compensation structure. However, to maintain employee job satisfaction, companies must be able to provide fair and appropriate compensation. Compensation is essentially the company's feedback to the employee for their work, provided in the form of money, goods, or other rewards (Puspita & Atmaja, 2020)

The issues addressed in this study concern the Tourism Awareness Group (POKDARWIS) of Prai Ijing Traditional Village in Sumba Island, East Nusa Tenggara, which faces several challenges related to work motivation, work facilities, and compensation for its members. One of the main problems is the low work motivation among POKDARWIS members. Although they possess a deep appreciation for their cultural heritage and local tourism, several factors have contributed to a decline in their enthusiasm and motivation. These factors include a lack of support and recognition from the government and local community, as well as limited opportunities for skill development and capacity building that could enhance their success in promoting and managing tourism in the village.

In addition, inadequate work facilities have also been a challenge for POKDARWIS members. Facilities such as proper meeting rooms, information centers, and exhibition areas are essential to support the promotion and development of village tourism. However, these facilities remain limited and insufficient, hindering their ability to organize training sessions, seminars, and meetings with tourists and other stakeholders. Furthermore, issues related to compensation have also negatively affected work motivation among POKDARWIS members. As individuals who play a crucial role in promoting and managing tourism, they expect to receive remuneration that reflects their efforts and contributions. At present, compensation remains low and disproportionate to the hard work they perform. Uncertainty regarding income is also a source of concern for members, impacting their motivation and dedication.

Overall, these challenges hinder the progress of tourism in Prai Ijing Traditional Village and have the potential to disadvantage the local community. Addressing these issues requires measures such as enhancing government and community support, providing training and skill development programs, and improving adequate work facilities. Additionally, it is essential to review and revise the compensation system so that POKDARWIS members feel valued and motivated to continue contributing to the development of tourism in their village. With coordinated efforts and appropriate support, Prai Ijing Traditional Village has the potential to become a sustainable tourism destination that benefits the local community.

Based on these challenges, it is necessary to measure how each of these issues contributes to the job satisfaction of POKDARWIS members in Prai Ijing Traditional Village. This is carried out through research entitled “The Contribution of Work Motivation, Work Facilities, and Compensation to the Job Satisfaction of POKDARWIS Members in Prai Ijing Traditional Village.”

Based on the identified background, the research problem statements are as follows: 1) How is the work motivation of POKDARWIS in Prai Ijing Traditional Village? 2) How are the work facilities of POKDARWIS in Prai Ijing Traditional Village? 3) How is the compensation for POKDARWIS in Prai Ijing Traditional Village? 4) What is the effect of work motivation, work facilities, and compensation on the job satisfaction of POKDARWIS members in Prai Ijing Traditional Village, both partially and simultaneously?

LITERATURE REVIEW (if any)

Six recent studies present various findings on the influence of work motivation, work facilities, and compensation on job satisfaction. (Cipta & Hwihanus, 2024) found that work facilities have no significant effect on job satisfaction, whereas (Kristanti & Hariyanti, 2024) concluded that there is a positive and significant relationship, with adequate facilities enhancing both satisfaction and performance. (Lando et al., 2023) emphasized that job satisfaction can be improved through effective compensation, workload management, and work–life balance initiatives. (Lubis et al., 2023) revealed that work facilities significantly affect job satisfaction, while motivation shows no significant influence. (Utama et al., 2023) found that work motivation driven by the fulfillment of employees’ needs increases job satisfaction, whereas unmet needs decrease it. Meanwhile, (Santos et al., 2023) concluded that work motivation has a positive and significant effect on both performance and job satisfaction, with motivated employees tending to perform better and feel more satisfied.

In this study, the author employs three independent variables (X) and one dependent variable (Y), explained as follows: The work motivation variable (X1) is measured using Mangkunegara’s theory 2009, as cited in (Fa’iq et al., 2022) with five indicators: physiological, sense of security, social, respect,

and self-actualization. The work facilities variable (X2) refers to Silfa’s theory (2015) with indicators including suitability to needs, ability to optimize work results, ease of use, and ability to speed up work processes. The compensation variable (X3) is based on Simamora’s theory (2015, as cited in (Rumeen et al., 2023) which includes two indicators: direct compensation and indirect compensation. The job satisfaction variable (Y) is measured according to Badriyah’s theory 2015, as cited in (Tantono, 2019) with five indicators: salary, career, job itself, supervisor, and coworkers.

METHOD

This study adopts a quantitative approach with the aim of examining the contribution of work motivation, work facilities, and compensation to the job satisfaction of Tourism Awareness Group (POKDARWIS) members in Prai Ijing Traditional Village. In line with Sugiyono, 2011, as cited in (Pandriardi et al., 2022) the quantitative approach is based on the philosophy of positivism, involves data collection through structured instruments, and is analyzed statistically using SPSS version 26.

The research variables consist of three independent variables—work motivation (X1), work facilities (X2), and compensation (X3)—and one dependent variable, job satisfaction (Y). The measurement of variables uses a Likert scale based on the following theories: Mangkunegara’s theory 2009, as cited in (Fa’iq et al., 2022) for work motivation, Silfa (2015) for work facilities, Simamora’s theory (2015, as cited in (Rumeen et al., 2023) for compensation, and Badriyah’s theory 2015, as cited in (Tantono, 2019) for job satisfaction.

The population in this study consists of all POKDARWIS members in East Nusa Tenggara. The sampling technique employed is purposive sampling, with the criteria of respondents being at least 18 years old and willing to complete the questionnaire. The sample size is 500 respondents, in accordance with the ideal sample size recommended by Roscoe in (Sekaran & Bougie, 2016)

Data collection was carried out through observation and distribution of questionnaires, both in person and online. Instrument validity was tested using Pearson correlation, while reliability was tested using Cronbach’s Alpha with a minimum threshold of 0.60.

Data analysis includes descriptive analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis to examine the relationship between variables. Hypothesis testing was conducted through the t-test (partial), F-test (simultaneous), and the coefficient of determination (R^2) to determine the extent of the independent variables’ contribution to the dependent variable.

RESULT AND DISCUSSION

Research Result

The analysis of respondents based on the distribution of gender, age, latest education level, and length of employment from 500 respondents studied can be seen in Table 1 below:

Table 1. Respondent Characteristics (n = 500)

Characteristics	Category	Frequency	Percentage (%)
Gender	Man	237	47,4
	Woman	263	52,6
Age	25-30 Years	247	49,4
	30-35 Years	115	23,0
	35-40 Years	112	22,4
	>40 Years	26	5,2
Education	SMA/K	134	26,8
	Bachelor	224	44,8
	Magister	142	28,4
Length of Work	<6 Month	16	3,2
	6 Month-1 Years	191	38,2

1-2 Years	92	18,4
2-4 Years	201	40,2

Source: SPSS 2025

Table 1 presents the demographic profile of the 500 respondents involved in this study based on gender, age, educational background, and length of employment. The data show that female respondents dominate the sample, accounting for 263 respondents (52.6%), while male respondents total 237 people (47.4%). This indicates that women slightly outnumber men in the workforce composition represented in this study. Based on age distribution, the majority of respondents are in the productive age range of 25–30 years, totaling 247 respondents (49.4%). Respondents aged 30–35 years amount to 115 people (23.0%), while those aged 35–40 years total 112 people (22.4%). Respondents aged above 40 years represent the smallest proportion, with only 26 respondents (5.2%). These findings indicate that the workforce involved in the study is predominantly composed of relatively young employees who are generally considered productive, adaptive, and career-oriented.

Regarding educational background, most respondents hold a Bachelor's degree, with 224 respondents (44.8%). Respondents with a Master's degree account for 142 people (28.4%), while those with a high school/vocational school education (SMA/K) total 134 people (26.8%). This distribution demonstrates that the majority of employees possess higher educational qualifications, which may influence their competence, work performance, and expectations toward the organization. In terms of length of employment, the largest group of respondents has worked for 2–4 years, totaling 201 respondents (40.2%). This is followed by respondents with 6 months to 1 year of experience, amounting to 191 people (38.2%). Employees with 1–2 years of service account for 92 respondents (18.4%), while those with less than 6 months of work experience represent only 16 respondents (3.2%). These results suggest that most respondents have sufficient work experience and organizational familiarity, enabling them to provide relevant perceptions regarding the variables examined in this study.

Overall, the respondent characteristics indicate that the sample is dominated by young, educated employees with moderate work experience, which may contribute to a more objective assessment of work motivation, work facilities, compensation, and job satisfaction.

Table 2. Descriptive Summary of Variables

Variable	Total Score	Percentage (%)	Category
Work Motivation	29.649	86%	Excellent
Work Facilities	25.590	81%	Good
Compensation	19.147	81%	Good
Job Satisfaction	31.896	83%	Good

Source: SPSS 2025

Table 2 presents the descriptive statistical results for the main variables examined in this study, namely work motivation, work facilities, compensation, and job satisfaction. The descriptive analysis aims to provide an overview of respondents' perceptions toward each research variable. The work motivation variable obtained a total score of 29,649 with a percentage value of 86%, categorized as "Excellent." This result indicates that respondents generally possess high levels of motivation in carrying out their work responsibilities. Employees are likely to demonstrate enthusiasm, commitment, and a strong drive to achieve organizational goals.

The work facilities variable recorded a total score of 25,590 with a percentage of 81%, categorized as "Good." This finding suggests that respondents perceive the facilities provided by the organization as adequate in supporting work activities. Proper facilities can enhance employee comfort, efficiency, and productivity within the workplace.

Similarly, the compensation variable achieved a total score of 19,147 with a percentage of 81%, also classified as “Good.” This indicates that employees consider the compensation system implemented by the organization to be relatively fair and satisfactory. Appropriate compensation may increase employee loyalty, morale, and work performance. The job satisfaction variable obtained a total score of 31,896 with a percentage of 83%, categorized as “Good.” This demonstrates that respondents generally experience positive feelings toward their jobs, including satisfaction with the work environment, rewards, and organizational conditions.

Overall, the descriptive results reveal that all research variables fall within the good to excellent categories. Among the variables, work motivation achieved the highest percentage score, indicating that employee motivation is the strongest aspect perceived within the organization. All variables are classified within the good to very good categories, with work motivation attaining the highest score in the very good category.

Table 3. Instrument Validity and Reliability Testing

Variable	Number of Items	r Table	Validity Test Result	Cronbach’s Alpha	Reliability Remark
Work Motivation	14	0.195	All items valid	0.921	Reliable
Work Facilities	12	0.195	All items valid	0.864	Reliable
Compensation	9	0.195	All items valid	0.766	Reliable
Job Satisfaction	15	0.195	All items valid	0.807	Reliable
Total	50	0.195	All items valid	>0.60	Reliable

Source: SPSS 2025

Table 3 presents the results of the validity and reliability testing conducted to evaluate the quality of the research instrument. Validity testing aims to determine whether each questionnaire item accurately measures the intended construct, while reliability testing assesses the consistency and stability of the measurement instrument. The validity test results show that all questionnaire items across the four variables have calculated correlation values (r calculated) greater than the r table value of 0.195. Specifically, the work motivation variable consists of 14 valid items, work facilities contain 12 valid items, compensation includes 9 valid items, and job satisfaction consists of 15 valid items. Since all items exceed the minimum validity threshold, it can be concluded that every questionnaire statement is valid and suitable for measuring the intended variables.

The reliability test results indicate that all variables possess Cronbach’s Alpha values above the minimum acceptable standard of 0.60. The work motivation variable achieved the highest reliability coefficient at 0.921, indicating excellent internal consistency. Work facilities obtained a Cronbach’s Alpha value of 0.864, job satisfaction recorded 0.807, and compensation achieved 0.766. These values demonstrate that the instrument is reliable and capable of producing consistent measurement results.

Overall, the validity and reliability testing confirm that the research instrument is both accurate and dependable for collecting data related to work motivation, work facilities, compensation, and job satisfaction. All 50 questionnaire items have r calculated values greater than the r table value (0.195), indicating that all items are valid. The reliability test results show that all variables have Cronbach’s

Alpha values greater than 0.60, confirming that the research instrument is reliable and consistent as a measurement tool.

Table 4. Classical Assumption Test Results

Test Type	Indicator	Result	Information
Normality	Kolmogorov-Smirnov Sig.	0,103	Normally distributed data
Heteroskedastisitas	Significance (ANOVA)	0,624	Heteroscedasticity does not occur
Multikolinearitas Tolerance (min)	VIF (max) 0,968	1,034 —	No multicollinearity

Source: SPSS 2025

Table 4 presents the results of the classical assumption tests conducted prior to multiple regression analysis. These tests are essential to ensure that the regression model meets the statistical assumptions required for accurate and unbiased estimation.

The normality test was conducted using the Kolmogorov–Smirnov test and produced a significance value of 0.103. Since the significance value is greater than 0.05, the data are considered normally distributed. This indicates that the residual values in the regression model follow a normal distribution pattern, satisfying the normality assumption.

The heteroscedasticity test generated a significance value of 0.624. Because this value exceeds 0.05, it can be concluded that heteroscedasticity does not occur in the regression model. This means that the variance of residuals remains constant across all levels of the independent variables, indicating homoscedasticity.

The multicollinearity test results show a maximum Variance Inflation Factor (VIF) value of 1.034 and a minimum tolerance value of 0.968. Since the VIF value is far below the threshold of 10 and the tolerance value is above 0.10, the regression model is free from multicollinearity problems. This indicates that the independent variables are not highly correlated with one another and can independently explain the dependent variable.

Overall, the classical assumption test results demonstrate that the regression model satisfies the assumptions of normality, homoscedasticity, and absence of multicollinearity, indicating that the model is appropriate for further statistical analysis.

All results of the classical assumption tests indicate that the regression model meets the feasibility criteria, namely the data are normally distributed, there is no indication of heteroscedasticity, and no multicollinearity occurs among the independent variables.

Table 5. Multiple Linear Regression Results, t-Test, F-Test, and Coefficient of Determination

Variable	B	Std. Error	Uji T	Sig.	Description
Constant	27.279	3.241	8.416	0.000	-
Work Motivation	0.176	0.034	5.158	0.000	Significant

Work Facilities	0.123	0.042	2.945	0.003	
Compensation	0.515	0.056	9.166	0.000	Significant
F Test (Simultaneous)	-	-	49.117	0.000	Significant
Adjusted R ²	-	-	-	-	

Source: SPSS 2025

Table 5 presents the results of the multiple linear regression analysis used to examine the influence of work motivation, work facilities, and compensation on employee job satisfaction. The analysis includes the regression coefficients, t-test results for partial effects, F-test results for simultaneous effects, and the coefficient of determination. The regression equation based on the table can be formulated as follows:

$$Y = 27.279 + 0.176X_1 + 0.123X_2 + 0.515X_3$$

where:

- Y = Job Satisfaction
- X₁ = Work Motivation
- X₂ = Work Facilities
- X₃ = Compensation
-

The constant value of 27.279 indicates that if work motivation, work facilities, and compensation are assumed to be constant or equal to zero, the employee job satisfaction score would remain at 27.279. This suggests that other factors outside the model also contribute to job satisfaction.

The t-test results demonstrate that work motivation has a positive and significant effect on job satisfaction, with a regression coefficient of 0.176, a t-value of 5.158, and a significance value of 0.000, which is smaller than the significance threshold of 0.05. This finding implies that higher levels of employee motivation are associated with increased job satisfaction. Employees who possess strong internal motivation tend to feel more enthusiastic, committed, and fulfilled in performing their work responsibilities. This result supports motivational theories suggesting that motivated employees are more likely to experience positive attitudes toward their jobs. Work facilities also show a positive and significant influence on job satisfaction. The regression coefficient of 0.123, t-value of 2.945, and significance value of 0.003 indicate that adequate facilities contribute positively to employees' satisfaction levels. Comfortable working environments, proper equipment, and supportive workplace facilities enable employees to perform their tasks more effectively and efficiently. Although the coefficient value is smaller compared to the other independent variables, the significance result confirms that work facilities remain an important factor in shaping employee satisfaction. Among all independent variables, compensation demonstrates the strongest influence on job satisfaction. This is reflected by the highest regression coefficient value of 0.515 and a t-value of 9.166, with a significance level of 0.000. The result indicates that compensation is the most dominant factor affecting employee job satisfaction in this study. Employees who perceive that they receive fair salaries, incentives, bonuses, and benefits are more likely to feel appreciated and satisfied with their jobs. Appropriate compensation not only fulfills employees' economic needs but also increases their sense of organizational recognition and motivation.

The simultaneous test (F-test) results reveal an F-value of 49.117 with a significance value of 0.000, which is below 0.05. This indicates that work motivation, work facilities, and compensation simultaneously have a significant effect on job satisfaction. Therefore, the regression model is considered statistically fit and capable of explaining the relationship between the independent variables and the dependent variable.

The coefficient of determination (Adjusted R^2) indicates the extent to which the independent variables explain variations in job satisfaction. Although the exact Adjusted R^2 value is not displayed in the table, the significant F-test result suggests that the model has substantial explanatory power in predicting employee job satisfaction. The remaining unexplained variance may be influenced by other factors not included in the study, such as leadership style, organizational culture, work stress, or career development opportunities.

Overall, the regression analysis demonstrates that work motivation, work facilities, and compensation positively and significantly affect employee job satisfaction, both partially and simultaneously. Compensation emerges as the most influential variable, highlighting the importance of fair and adequate rewards in enhancing employee satisfaction within the organization.

Discussion

Based on the descriptive analysis results, respondents' perceptions of the Work Motivation variable fall into the very good category, with a score percentage of 86%, indicating that employees possess a high drive to work. Work Facilities and Compensation each obtained a score of 81% and are categorized as good, reflecting that the working conditions and remuneration are considered adequate. Job Satisfaction is also categorized as good, with a score percentage of 83%, indicating that most employees feel satisfied with their work environment and conditions. In terms of characteristics, the majority of respondents are female (52.6%), aged 25–30 years (49.4%), hold a bachelor's degree (44.8%), and have a tenure of 2–4 years (40.2%). This composition indicates that most employees are in their productive years and relatively stable in their employment. Work Motivation has a positive and significant effect on Job Satisfaction. This aligns with previous studies showing that high motivation can increase enthusiasm, performance, and satisfaction at work. Motivated employees tend to be more productive and feel valued by the organization. Work Facilities also have a positive and significant effect on Job Satisfaction. Adequate facilities and infrastructure have been proven to enhance comfort and work efficiency, thereby directly contributing to employees' sense of satisfaction with their jobs. Compensation is the variable with the most dominant influence on Job Satisfaction. Providing fair, competitive, and contribution-based compensation has been shown to increase employee loyalty and satisfaction. Inadequate compensation often becomes a source of dissatisfaction. Simultaneously, the three independent variables—Work Motivation, Work Facilities, and Compensation—have been proven to have a significant effect on Job Satisfaction. These findings reinforce the theory that employee job satisfaction is shaped by a combination of internal and external factors, including personal motivation, supportive working conditions, and a fair reward system.

CONCLUSION

The research findings indicate that Work Motivation among employees of Pokdarwis Kampung Adat Prai Ijing is in the very good category (86%), while Work Facilities and Compensation are each in the good category (81%). All three variables, both partially and simultaneously, have a positive and significant effect on Job Satisfaction, as evidenced by a significance value of 0.000 (< 0.05). These results suggest that the higher the motivation, the better the facilities, and the fairer the compensation received, the higher the employees' level of job satisfaction will be.

From a practical perspective, these findings recommend that Pokdarwis management should maintain and enhance work motivation through continuous support, ensure the provision of adequate

work facilities, and implement a fair compensation system aligned with employees' contributions. Job satisfaction should also be sustained by fostering a healthy work environment and providing opportunities for self-development.

From a theoretical standpoint, this study reinforces the understanding that both intrinsic and extrinsic factors significantly influence job satisfaction. Therefore, future researchers are encouraged to expand the study by incorporating other relevant variables to obtain a more comprehensive picture of the factors affecting job satisfaction, particularly within community-based tourism organizations such as Pokdarwis.

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