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**THE INFLUENCE OF COMPENSATION, WORK ENVIRONMENT, OCB, AND  
WORK-LIFE BALANCE ON JOB SATISFACTION AT OWABONG****Hanafi Samsulasno<sup>1</sup>****Universitas Muhammadiyah Purwokerto, Indonesia**[hsamsulasno@gmail.com](mailto:hsamsulasno@gmail.com)**Hermin Endratno<sup>2</sup>****Universitas Muhammadiyah Purwokerto, Indonesia**[herminendratno@ump.ac.id](mailto:herminendratno@ump.ac.id)**Erny Rachmawati<sup>3</sup>****Universitas Muhammadiyah Purwokerto, Indonesia**[ernyrachmawati67@gmail.com](mailto:ernyrachmawati67@gmail.com)**Hengky Widhiandono<sup>4</sup>****Universitas Muhammadiyah Purwokerto, Indonesia**[hengkywidhiandono@ump.ac.id](mailto:hengkywidhiandono@ump.ac.id)

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**Abstract**

This study aims to analyze the effects of compensation, work environment, Organizational Citizenship Behavior (OCB), and Work-Life Balance on employee job satisfaction at Owabong Waterpark. A quantitative approach was employed by distributing questionnaires to 130 employees selected using accidental sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results indicate that compensation and OCB have positive and significant effects on job satisfaction, whereas the work environment and Work-Life Balance do not have significant effects. Compensation is the most dominant variable influencing job satisfaction, with an original sample value of 0.461. These findings indicate that employee job satisfaction is more strongly influenced by the compensation received and employees' voluntary behaviors in supporting the organization. The findings also reinforce Social Exchange Theory, which explains that positive reciprocal relationships between organizations and employees can enhance job satisfaction. Practically, the company should improve the fairness and appropriateness of its compensation system while encouraging OCB to enhance employee job satisfaction.

**Keywords:** Compensation, Work Environment, Organizational Citizenship Behavior, Work-Life Balance, Job Satisfaction



## INTRODUCTION

The tourism industry is one of Indonesia's strategic sectors, contributing to economic growth and employment generation. Data from the Ministry of Tourism of the Republic of Indonesia show that the number of domestic tourist trips reached 1.02 billion in 2024, representing a 21.7% increase compared with the previous year (Kementerian Pariwisata Republik Indonesia, 2025). This growth in tourism activity places greater pressure on tourism service providers to deliver high-quality services, which depend not only on adequate facilities but also on competent human resources.

Competition among tourist destinations is also evident in Purbalingga Regency, where several leading attractions serve relatively similar market segments. During the 2025 Eid holiday period, a number of major destinations set relatively high visitor targets, as presented in Table 1 (Sekretariat Daerah Kabupaten Purbalingga, 2025).

**Table 1.**  
**Targeted Tourist Visits in Purbalingga**

| No. | Tourist Destination   | Targeted Visits |
|-----|-----------------------|-----------------|
| 1   | D'LAS Serang          | 50,000          |
| 2   | Owabong Waterpark     | 50,000          |
| 3   | Golaga                | 30,000          |
| 4   | Purbasari Pancuranmas | 30,000          |
| 5   | Situ Tirta Marta      | 20,000          |

**Source:** Sekretariat Daerah Kabupaten Purbalingga (2025)

As shown in Table 1, Owabong Waterpark operates in a highly competitive tourism environment, particularly because other destinations have set comparable visitor targets. This condition suggests that maintaining a destination's attractiveness depends not only on the availability of facilities and attractions, but also on the quality of service delivered to visitors. Therefore, effective human resource management, including efforts to improve employee job satisfaction, is essential to supporting service quality and strengthening the competitiveness of PT Owabong.

The importance of effective human resource management is reflected in the *State of the Global Workplace* report, which shows that only 27% of employees



in Indonesia are classified as engaged in their work (Gallup, 2025). This condition indicates that organizations still face considerable challenges in creating work environments that can strengthen employee engagement and job satisfaction. Job satisfaction itself refers to an individual's positive feelings toward their work and may contribute to higher motivation, loyalty, and productivity, whereas dissatisfaction can lead to absenteeism, turnover intention, and declining performance (Luthans, 2012; Robbins & Judge, 2016).

One company operating in the tourism sector in Purbalingga Regency is PT Owabong, which manages Owabong Waterpark. As one of the region's leading tourist destinations, Owabong is expected to provide high-quality services to its visitors. According to Zeithaml et al. (2018), service quality in service-based industries is strongly influenced by the attitudes and job satisfaction of employees who interact directly with customers. Therefore, employee job satisfaction is an important factor in supporting the company's operational effectiveness.

To obtain an initial overview of employee job satisfaction, the researchers conducted a preliminary survey involving 20 employees of PT Owabong. The results of this preliminary survey were used to identify the current condition of employee job satisfaction prior to the main study.

Based on the preliminary survey of 20 employees, the overall level of job satisfaction was relatively favorable, as indicated by the dominance of "agree" and "strongly agree" responses across most indicators. However, Some respondents still selected neutral responses, indicating differences in perceptions regarding promotion opportunities and career development. This finding suggests that some employees perceive limited opportunities for promotion and career advancement within the company.

According to Robbins & Judge (2016), promotion opportunities are among the factors that influence employee job satisfaction. Therefore, further investigation is needed to examine the factors that may shape job satisfaction among PT Owabong employees, particularly compensation, work environment, organizational citizenship behavior (OCB), and work-life balance.

Social Exchange Theory (SET), introduced by Blau (1964), explains that the relationship between employees and organizations is based on the principle of reciprocity. When organizations provide favorable treatment, such as appropriate compensation, a comfortable work environment, and support for work-life balance, employees are more likely to respond positively through higher levels of job satisfaction. Accordingly, SET is used in this study as the theoretical



foundation for explaining the factors that influence employee job satisfaction at PT Owabong.

Job satisfaction refers to employees' positive feelings toward their work, which emerge from their evaluation of various aspects of the job (Robbins & Judge, 2016). High levels of job satisfaction can increase motivation, commitment, and productivity, whereas low levels of satisfaction may result in absenteeism, turnover intention, and reduced performance (Luthans, 2012).

One factor that is expected to influence job satisfaction is compensation. According to Hasibuan (2019), compensation refers to the rewards provided by an organization in return for employees' contributions. The preliminary survey showed that 5% of employees gave neutral responses regarding the adequacy of income and the appropriateness of salary standards. Previous studies by Putri & Supriadi, (2022); Susanti et al., (2020); Yazid & Husniati, (2023) found that compensation has a positive and significant effect on job satisfaction. However, Ardiansyah Putra et al., (2024); Fairiko & Kasmir, (2024); Saputra, (2021) reported that compensation did not have a significant effect on job satisfaction.

In addition to compensation, the work environment is also expected to influence employee job satisfaction. A comfortable and supportive work environment can facilitate work activities and improve employees' comfort while performing their duties (Sedarmayanti, 2018). Studies by Adinata & Turangan, (2023); At-Thoriq et al., (2026); Putri & Supriadi, (2022); Susanti et al., (2020); Yazid & Husniati, (2023) found that the work environment has a positive and significant effect on job satisfaction. In contrast, Fenianti & Tony Nawawi, (2023); Imam & Rismawati, (2022); Kurniati et al., (2025); Shavira & Febrian, (2023) reported no significant effect of the work environment on job satisfaction.

Another factor that may influence job satisfaction is Organizational Citizenship Behavior (OCB). OCB refers to voluntary employee behavior that goes beyond formal job requirements and is intended to support the achievement of organizational goals (Organ, 1988). Aghnia & Sunarsi, (2023); Purnama et al., (2023); Putri & Supriadi, (2022) found that OCB has a positive and significant effect on job satisfaction, whereas Fatimah, (2021); Frederica et al., (2025) reported insignificant results.

Work-life balance is also considered an important factor that may influence job satisfaction. Fisher et al. (2009) define work-life balance as an individual's ability to manage and balance the demands of work and personal life. Studies by At-Thoriq et al., (2026); Firdaus et al., (2024); Susanti et al., (2020); Yazid & Husniati, (2023) found that work-life balance has a positive and significant effect



on job satisfaction. However, Alamsyah et al., (2025); Maharani et al., (2023); Wardhani & Hasan, (2024) reported that work-life balance did not have a significant effect on job satisfaction.

This study extends the research of Putri & Supriadi (2022d), which examined the effects of compensation, work environment, and organizational citizenship behavior (OCB) on employee job satisfaction. The model is further developed by incorporating Work-Life Balance (WLB), adopted from Rahardhiansyah et al. (2026), who identified Work-Life Balance as an important factor in improving various employee outcomes within organizational settings. By integrating Work-Life Balance into the research model, this study is expected to provide a more comprehensive explanation of the factors influencing employee job satisfaction and to extend empirical evidence regarding the role of Work-Life Balance across different organizational contexts.

## **LITERATURE REVIEW**

### **Social Exchange Theory**

Social Exchange Theory (SET), introduced by Blau (1964), explains that the relationship between employees and organizations is based on the principle of reciprocity. When organizations provide favorable treatment and support to employees, employees are more likely to respond with positive attitudes and behaviors toward the organization. In this study, appropriate compensation, a supportive work environment, organizational citizenship behavior (OCB), and work-life balance are considered important conditions that can contribute to higher levels of employee job satisfaction (Organ, 1988).

### **The Effect of Compensation on Job Satisfaction**

Compensation refers to the rewards provided by an organization in return for employees' contributions (Hasibuan, 2019). From the perspective of Social Exchange Theory, appropriate compensation can strengthen employees' perceptions that they are valued and treated fairly by the organization. When employees perceive that the rewards they receive are proportional to the effort and contributions they provide, they are more likely to develop positive attitudes toward their work.

This argument is consistent with Yazid & Husniati (2023a), who found that adequate compensation can improve employee job satisfaction. Similar positive and significant findings were also reported by Putri & Supriadi, (2022); Susanti et al., (2020); Yazid & Husniati (2023a), indicating that better compensation is associated with higher levels of job satisfaction. Therefore, compensation can be considered an important factor in improving employee job satisfaction.

**H1: Compensation has a positive effect on Job Satisfaction.****The Effect of Work Environment on Job Satisfaction**

The work environment refers to all physical and nonphysical conditions surrounding employees that may influence how they perform their work (Sedarmayanti, 2018). From a Social Exchange Theory perspective, a comfortable and supportive work environment reflects organizational concern for employee needs and well-being. Safe, comfortable, and supportive working conditions can help employees feel more at ease and develop more positive experiences in carrying out their responsibilities.

This argument is supported by Putri & Supriadi, (2022), who found that a conducive work environment has a positive and significant effect on employee job satisfaction. Studies by At-Thoriq et al., (2026); Yazid & Husniati, (2023) also indicate that employees working in a comfortable and supportive environment tend to report higher levels of job satisfaction than those working under less favorable conditions.

**H2: Work Environment has a positive effect on Job Satisfaction.****The Effect of Organizational Citizenship Behavior (OCB) on Job Satisfaction**

Organizational Citizenship Behavior (OCB) refers to voluntary employee behavior that goes beyond formal job requirements and contributes to the achievement of organizational goals (Organ, 1988). Based on Social Exchange Theory, positive workplace relationships can encourage reciprocal helping behavior among employees. Employees with high levels of OCB are generally more willing to cooperate, assist coworkers, and develop positive interpersonal relationships in the workplace.

Such behaviors can create a more supportive and pleasant work atmosphere, which may ultimately enhance employee job satisfaction. This argument is supported by Aghnia & Sunarsi, (2023); Purnama et al., (2023); Putri & Supriadi, (2022c), who found that OCB has a positive and significant effect on employee job satisfaction.

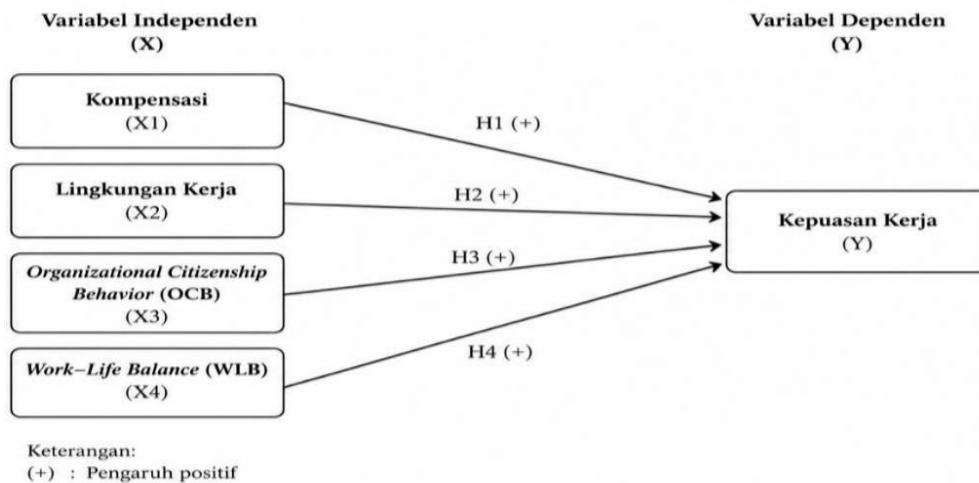
**H3: Organizational Citizenship Behavior (OCB) has a positive effect on Job Satisfaction.****The Effect of Work-Life Balance on Job Satisfaction**

Work-life balance refers to an individual's ability to manage and balance the demands of work and personal life (Fisher et al., 2009). From the perspective of Social Exchange Theory, organizational support for work-life balance reflects the organization's concern for employee well-being. When employees are able to manage their time and responsibilities between work and personal life more

effectively, they are more likely to experience greater comfort and lower levels of excessive work-related pressure.

Studies by Firdaus et al. (2024); Wahyudin et al. (2025) found that work-life balance has a positive and significant effect on employee job satisfaction. These findings are further supported by At-Thoriq et al., (2026); Susanti et al., (2020); Yazid & Husniati, (2023), who reported that employees with better work-life balance tend to experience higher levels of job satisfaction.

**H4: Work-Life Balance has a positive effect on Job Satisfaction.**



**Figure 1.**  
**Conceptual Model**

## RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design, which aims to explain causal relationships between independent and dependent variables through hypothesis testing (Sugiyono, 2019). A quantitative approach was selected because the study relied on numerical data collected through questionnaires and analyzed using statistical techniques.

The population consisted of all employees of Owabong Waterpark Purbalingga, including permanent, contract, and outsourced employees. The sampling technique used was non-probability sampling with an accidental sampling method, in which respondents who happened to be encountered by the researchers and met the required criteria were selected as research participants (Sugiyono, 2019). The sample size was determined with reference to Hair et al. (2019), who suggested that studies using Partial Least Squares Structural Equation Modeling (PLS-SEM) with moderately complex models generally require at least approximately 100 respondents, while a sample size of 100–150



respondents is considered adequate for producing stable parameter estimates and reliable model evaluation. Therefore, this study employed a sample ranging from 100 to 150 respondents.

The study used primary data collected directly from respondents through questionnaire distribution. The research instrument employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure respondents' perceptions of each research variable indicator (Likert, 1982). The indicators and measurement items for each variable are presented in Table 2.

**Table 2.**  
**Variable Indicators**

| Variable                     | Indicators                                                                                                                                                                                                                             | Source/Adaptation                                  |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| <b>Compensation (X1)</b>     | 1. Timeliness of salary payment 2. Salary appropriateness relative to job responsibilities 3. Provision of holiday allowance 4. Recognition for work achievement 5. Occupational health and safety benefits 6. Meal allowance 7. Bonus | Tsauri (2014); developed by Veronika et al. (2026) |
| <b>Work Environment (X2)</b> | 1. Comfort of the workspace 2. Lighting 3. Room temperature 4. Noise level 5. Cleanliness 6. Safety 7. Relationships among employees 8. Workload 9. Relationship with supervisors 10. Relationship with coworkers                      | Veronika et al. (2026)                             |



|                                                               |                                                                                                                                                                                                                                                                                                |                                                                |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| <b>Organizational<br/>Citizenship Behavior<br/>(OCB) (X3)</b> | 1. Helping coworkers 2. Willingness to provide assistance 3. Compliance with organizational rules 4. Timely completion of work 5. Adaptability 6. Avoidance of conflict 7. Communication with supervisors 8. Participation in organizational activities 9. Concern for organizational progress | Organ (1988); adapted from Marlinda & Sari (2025)              |
| <b>Work-Life Balance (X4)</b>                                 | Balance between work and personal life, including time balance, involvement balance, and satisfaction in fulfilling work and family roles                                                                                                                                                      | Fisher et al. (2009); adapted from Rahajeng & Handayani (2022) |
| <b>Job Satisfaction (Y)</b>                                   | Satisfaction with income, the job itself, promotion opportunities, career development, relationships with supervisors, and relationships with coworkers                                                                                                                                        | Robbins & Judge (2016); adapted from Nafiza et al. (2026)      |

**Source:** Previous studies.

## RESULTS AND DISCUSSION

**Descriptive Statistical Test**

Respondent characteristics are presented to provide an overview of the individuals included in the study sample. The information covers several demographic and employment-related characteristics that are relevant to the research context. A detailed distribution of respondent characteristics is presented in Table 3.

**Table 3.**  
**Respondent Characteristics**

| <b>Characteristic</b>    | <b>Frequency (Persons)</b> | <b>Percentage (%)</b> |
|--------------------------|----------------------------|-----------------------|
| <b>Gender</b>            |                            |                       |
| Male                     | 86                         | 66.15                 |
| Female                   | 44                         | 33.85                 |
| Total                    | 130                        | 100.00                |
| <b>Age</b>               |                            |                       |
| 18–25 years              | 9                          | 6.92                  |
| 25–30 years              | 33                         | 25.38                 |
| 30–35 years              | 36                         | 27.69                 |
| >35 years                | 52                         | 40.00                 |
| <b>Total</b>             | <b>130</b>                 | <b>100.00</b>         |
| <b>Marital Status</b>    |                            |                       |
| Married                  | 109                        | 83.85                 |
| Unmarried                | 21                         | 16.15                 |
| <b>Total</b>             | <b>130</b>                 | <b>100.00</b>         |
| <b>Employment Status</b> |                            |                       |
| Permanent Employee       | 85                         | 65.38                 |
| Contract Employee        | 35                         | 26.92                 |
| Outsourced Employee      | 10                         | 7.69                  |



|                            |            |               |
|----------------------------|------------|---------------|
| <b>Total</b>               | <b>130</b> | <b>100.00</b> |
| <b>Monthly Salary</b>      |            |               |
| < Rp2,500,000              | 6          | 4.62          |
| Rp2,500,000–Rp3,500,000    | 40         | 30.77         |
| Rp3,500,000–Rp4,500,000    | 62         | 47.69         |
| > Rp4,500,000              | 22         | 16.92         |
| <b>Total</b>               | <b>130</b> | <b>100.00</b> |
| <b>Length of Service</b>   |            |               |
| <1 year                    | 10         | 7.69          |
| 1–5 years                  | 30         | 23.08         |
| 6–10 years                 | 76         | 58.46         |
| >10 years                  | 14         | 10.77         |
| <b>Total</b>               | <b>130</b> | <b>100.00</b> |
| <b>Department/Division</b> |            |               |
| Operations                 | 48         | 36.92         |

**Source:** Authors' data processing.

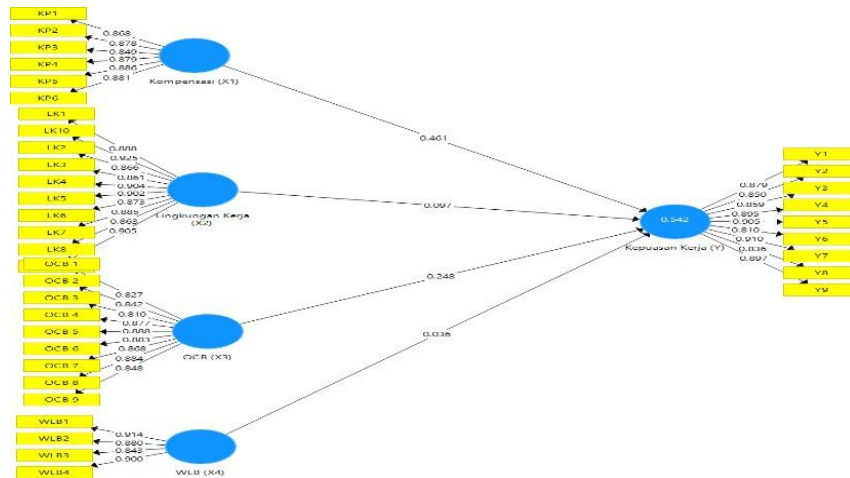
A total of 130 employees of Owabong Waterpark participated in this study. The majority of respondents were male (66.15%), indicating that the company's workforce is still predominantly male. Most respondents were over 35 years old (40.00%), suggesting that a large proportion of employees are in a relatively mature stage of their working lives. In terms of marital status, 83.85% of respondents were married, indicating that most employees also carry family responsibilities.

Regarding employment status, the majority of respondents were permanent employees (65.38%), reflecting a relatively stable workforce structure. Most respondents earned between Rp3,500,000 and Rp4,500,000 per month (47.69%) and had worked for the company for 6–10 years (58.46%), indicating that

a substantial proportion of employees had considerable work experience within the organization.

In terms of departmental distribution, the largest proportion of respondents worked in Operations (36.92%), followed by Administration and Finance (16.92%), Security and Lifeguard (16.15%), Management (11.54%), Cooperative (10.00%), Marketing (6.92%), and Maintenance and Engineering (1.54%). The dominance of employees in the Operations division reflects the company's greater workforce needs in supporting day-to-day service delivery to visitors.

### Outer Model Assessment



**Figure 2.**  
**Path Analysis**

Figure 2 presents the research model along with the outer loading values of each indicator estimated using SmartPLS 4. The measurement model was then evaluated to assess convergent validity and construct reliability. The results are presented in Table 4, which reports the mean, outer loading, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) values for each construct.

**Table 4.**  
**Outer Model Assessment Results**

| Construct    | Indicator | Mean  | Outer Loading | Cronbach's Alpha | CR   | AVE  |
|--------------|-----------|-------|---------------|------------------|------|------|
| Compensation | KP1       | 3.723 | 0.868         | 0.938            | .951 | .763 |
|              | KP2       | 3.685 | 0.878         |                  |      |      |



|                                     |           |       |               |                  |      |      |
|-------------------------------------|-----------|-------|---------------|------------------|------|------|
|                                     | KP3       | 3.646 | 0.849         |                  |      |      |
| Construct                           | Indicator | Mean  | Outer Loading | Cronbach's Alpha | R    | VE   |
|                                     | KP4       | 3.592 | 0.879         |                  |      |      |
|                                     | KP5       | 3.608 | 0.886         |                  |      |      |
|                                     | KP6       | 3.654 | 0.881         |                  |      |      |
| Work Environment                    | LK1       | 3.408 | 0.888         | 0.970            | .974 | .787 |
|                                     | LK2       | 3.577 | 0.866         |                  |      |      |
|                                     | LK3       | 3.492 | 0.861         |                  |      |      |
|                                     | LK4       | 3.438 | 0.904         |                  |      |      |
|                                     | LK5       | 3.585 | 0.902         |                  |      |      |
|                                     | LK6       | 3.515 | 0.873         |                  |      |      |
|                                     | LK7       | 3.485 | 0.885         |                  |      |      |
|                                     | LK8       | 3.346 | 0.863         |                  |      |      |
|                                     | LK9       | 3.531 | 0.905         |                  |      |      |
|                                     | LK10      | 3.415 | 0.925         |                  |      |      |
| Organizational Citizenship Behavior | OCB1      | 3.531 | 0.827         | 0.955            | .962 | .738 |
|                                     | OCB2      | 3.531 | 0.842         |                  |      |      |
|                                     | OCB3      | 3.546 | 0.810         |                  |      |      |
|                                     | OCB4      | 3.708 | 0.877         |                  |      |      |
|                                     | OCB5      | 3.715 | 0.888         |                  |      |      |
|                                     | OCB6      | 3.577 | 0.883         |                  |      |      |
|                                     | OCB7      | 3.523 | 0.868         |                  |      |      |
|                                     | OCB8      | 3.546 | 0.884         |                  |      |      |
|                                     | OCB9      | 3.577 | 0.848         |                  |      |      |
| Work-Life Balance                   | WLB1      | 3.531 | 0.914         | 0.908            | .935 | .783 |



|                  | WLB2      | 3.585 | 0.880         |                  |      |      |
|------------------|-----------|-------|---------------|------------------|------|------|
| Construct        | Indicator | Mean  | Outer Loading | Cronbach's Alpha | R    | VE   |
|                  | WLB3      | .708  | 0.843         |                  |      |      |
|                  | WLB4      | .562  | 0.900         |                  |      |      |
| Job Satisfaction | Y1        | .585  | 0.879         | 0.960            | .966 | .760 |
|                  | Y2        | .708  | 0.850         |                  |      |      |
|                  | Y3        | .685  | 0.859         |                  |      |      |
|                  | Y4        | .600  | 0.895         |                  |      |      |
|                  | Y5        | .608  | 0.905         |                  |      |      |
|                  | Y6        | .700  | 0.810         |                  |      |      |
|                  | Y7        | .677  | 0.910         |                  |      |      |
|                  | Y8        | .592  | 0.836         |                  |      |      |
|                  | Y9        | .562  | 0.897         |                  |      |      |

**Source:** SmartPLS 4 data processing.

As shown in Table 4, all indicators have outer loading values above 0.70, ranging from 0.810 to 0.925. These results indicate that each indicator adequately represents its respective construct and therefore meets the criteria for convergent validity. In addition, the mean values of all indicators range from 3.346 to 3.723, suggesting that respondents generally provided relatively favorable evaluations of the indicators across all research variables.

The Cronbach's Alpha and Composite Reliability (CR) values for all constructs also exceed 0.70, indicating satisfactory internal consistency and construct reliability. Furthermore, the Average Variance Extracted (AVE) values for all constructs are above the recommended threshold of 0.50, which means that



each construct explains more than half of the variance in its indicators. Overall, the measurement model satisfies the required criteria for convergent validity and reliability and is therefore appropriate for further evaluation of the structural model (inner model).

### **Discriminant Validity Assessment**

Discriminant validity was assessed to ensure that each construct was sufficiently distinct from the other constructs in the research model. In this study, discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT).

**Table 5.**

**Fornell–Larcker Discriminant Validity Results**

| Construct                           | Job satisfaction | Compensation | Work Environment | Organizational Citizenship Behavior | Work-Life Balance |
|-------------------------------------|------------------|--------------|------------------|-------------------------------------|-------------------|
| Job Satisfaction                    | 0.872            |              |                  |                                     |                   |
| Compensation                        | 0.693            | 0.874        |                  |                                     |                   |
| Work Environment                    | 0.571            | 0.673        | 0.887            |                                     |                   |
| Organizational Citizenship Behavior | 0.599            | 0.586        | 0.589            | 0.859                               |                   |
| Work-Life Balance                   | 0.518            | 0.586        | 0.496            | 0.661                               | 0.885             |

**Source:** SmartPLS 4 data processing.

As shown in Table 5, the square root of the Average Variance Extracted ( $\sqrt{\text{AVE}}$ ) for each construct is greater than its correlations with the other constructs. These results indicate that each construct is sufficiently distinct from the others. Therefore, all constructs satisfy the Fornell–Larcker criterion for discriminant validity, confirming that the measurement model is appropriate for further structural model evaluation.

**Table 6.**

**Heterotrait–Monotrait Ratio (HTMT) Results**

**The Influence of Compensation, Work Environment, OCB...**



| Construct         | Job Satisfaction | Compensation | Work Environment | OCB   | Work- Life Balance |
|-------------------|------------------|--------------|------------------|-------|--------------------|
| Job Satisfaction  |                  |              |                  |       |                    |
| Compensation      | 0.724            |              |                  |       |                    |
| Work Environment  | 0.590            | 0.706        |                  |       |                    |
| OCB               | 0.622            | 0.619        | 0.610            |       |                    |
| Work-Life Balance | 0.552            | 0.632        | 0.525            | 0.706 |                    |

**Source:** SmartPLS 4 data processing.

Based on Table 6, all HTMT values range from 0.525 to 0.724. These values are below the recommended threshold of 0.90, indicating satisfactory discriminant validity among the constructs. This result confirms that each construct is empirically distinguishable and captures a concept that is sufficiently different from the others. Therefore, the measurement model meets the discriminant validity requirements based on the HTMT assessment and is suitable for further evaluation of the structural model (inner model).

**Table 7.**

**Coefficient of Determination Results**

| Endogenous Construct | R Square | Adjusted R Square |
|----------------------|----------|-------------------|
| Job Satisfaction     | 0.542    | 0.527             |

**Source:** SmartPLS 4 data processing.

As shown in Table 7, Job Satisfaction has an R Square value of 0.542 and an Adjusted R Square value of 0.527. These results indicate that Compensation, Work Environment, Organizational Citizenship Behavior, and Work-Life Balance collectively explain 52.7% of the variance in Job Satisfaction after adjustment for the number of predictors included in the model. The remaining 47.3% is explained by other factors outside the research model.

**Model Fit**

Before hypothesis testing, model fit was evaluated to assess the degree to which the proposed model was consistent with the empirical data. In this study, model fit was assessed using the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index (NFI), as presented in Table 8. An SRMR value



below 0.08 is generally considered indicative of a good model fit, while an NFI value closer to 1 indicates a higher level of model fit.

**Table 8.**

**Model Fit Results**

| Indicator | Saturated Model | Estimated Model |
|-----------|-----------------|-----------------|
| SRMR      | 0.055           | 0.055           |
| NFI       | 0.710           | 0.710           |

**Source:** SmartPLS 4 data processing.

As shown in Table 8, the SRMR value of 0.055 is below the recommended threshold of 0.08, indicating an acceptable level of model fit. Meanwhile, the NFI value of 0.710 remains below the commonly referenced benchmark of 0.90. Therefore, the model demonstrates a satisfactory fit based on the SRMR criterion, although the NFI value suggests that there is still room for improvement in overall model fit.

### Hypothesis Testing

**Table 9.**

**Hypothesis Testing Results**

| Relationship                        | Original Sample (O) | Sample Mean (M) | T Statistics | P Values |
|-------------------------------------|---------------------|-----------------|--------------|----------|
| Compensation → Job Satisfaction     | 0.461               | 0.468           | 3.884        | 0.000    |
| Work Environment → Job Satisfaction | 0.097               | 0.095           | 0.949        | 0.171    |
| OCB → Job Satisfaction              | 0.248               | 0.247           | 2.102        | 0.018    |
| WLB → Job Satisfaction              | 0.036               | 0.038           | 0.328        | 0.371    |

**Source:** SmartPLS 4 data processing.

Based on the results presented in Table 9, Compensation had an Original Sample value of 0.461, indicating a positive relationship with Job Satisfaction. This suggests that better compensation is associated with higher levels of employee job satisfaction. The Sample Mean value of 0.468 is close to the Original Sample value, indicating a relatively consistent path estimate. In addition, the t-statistic of 3.884 exceeds the critical value of 1.96, while the p-value is below 0.05. Therefore, Compensation has a positive and significant effect on Job Satisfaction, and H1 is supported.

Work Environment had an Original Sample value of 0.097, indicating a positive but relatively weak relationship with Job Satisfaction. The Sample Mean



value of 0.095 is very close to the Original Sample value, suggesting consistency in the estimated relationship. However, the t-statistic of 0.949 is below 1.96 and the p-value of 0.171 exceeds 0.05. These results indicate that Work Environment does not have a significant effect on Job Satisfaction. Although improvements in the work environment may be associated with higher job satisfaction, the effect is not statistically strong enough in this study. Therefore, H2 is not supported.

Organizational Citizenship Behavior (OCB) had an Original Sample value of 0.248, indicating a positive relationship with Job Satisfaction. This means that higher levels of voluntary employee behavior, such as helping coworkers, participating in organizational activities, and contributing beyond formal job responsibilities, are associated with higher levels of job satisfaction. The Sample Mean value of 0.247 is nearly identical to the Original Sample value, indicating a consistent estimate. The t-statistic of 2.102 exceeds 1.96, and the p-value of 0.018 is below 0.05. Therefore, OCB has a positive and significant effect on Job Satisfaction, and H3 is supported.

Work-Life Balance (WLB) had an Original Sample value of 0.036, indicating a positive but very weak relationship with Job Satisfaction. The Sample Mean value of 0.038 is close to the Original Sample value, suggesting a relatively consistent estimate. However, the t-statistic of 0.328 is below 1.96 and the p-value of 0.371 exceeds 0.05. These findings indicate that Work-Life Balance does not have a significant effect on Job Satisfaction. In this research context, the balance between work and personal life has not emerged as a factor that significantly improves employee job satisfaction. Therefore, H4 is not supported.

### **The Effect of Compensation on Job Satisfaction**

The results show that Compensation has a positive and significant effect on Job Satisfaction. This finding indicates that employees who receive compensation that is aligned with their contributions, responsibilities, and workload are more likely to feel valued by the organization. Such conditions can strengthen perceptions of fairness and increase satisfaction with their work. Compensation is not only viewed as a financial reward, but also as a form of organizational recognition for employees' efforts and performance. Therefore, the more appropriate the compensation received, the higher the level of job satisfaction experienced by employees (Putri & Supriadi, 2022a; Susanti et al., 2020a; Yazid & Husniati, 2023a).

This finding can be explained through Social Exchange Theory (SET), which emphasizes that the relationship between employees and organizations is based on reciprocity. When organizations provide rewards that employees



perceive as fair and valuable, employees are more likely to respond with positive attitudes toward their work, including higher job satisfaction (Blau, 1964). In this sense, compensation represents an important form of organizational support that strengthens the exchange relationship between employees and the organization.

From a managerial perspective, the findings suggest that management should ensure that compensation systems are fair, transparent, and aligned with employees' workloads and contributions. A well-designed compensation policy can not only improve job satisfaction but also strengthen employee commitment and encourage greater contributions to organizational goals.

### **The Effect of Work Environment on Job Satisfaction**

The results indicate that Work Environment has a positive but insignificant effect on Job Satisfaction. This finding suggests that the work environment may not be a primary factor in determining employee job satisfaction in the context of this study. This result indicates that the work environment is not a dominant factor in shaping Job Satisfaction within the context of this study. As a result, job satisfaction may be more strongly influenced by other factors that provide more immediate or tangible benefits to employees. This finding is consistent with previous studies by (Fenianti & Tony Nawawi, 2023; Imam & Rismawati, 2022; Kurniati et al., 2025; Shavira & Febrian, 2023).

From a Social Exchange Theory perspective, the work environment can be viewed as a form of organizational support provided to employees (Blau, 1964). However, in this study, such support may have been perceived as a basic condition that employees naturally expect from the organization rather than as an additional benefit that shapes job satisfaction. In other words, employees may place greater value on other forms of organizational exchange, such as compensation or recognition.

The practical implication is that organizations should continue to maintain a safe, comfortable, and supportive work environment. Although the work environment did not significantly influence job satisfaction in this study, favorable working conditions remain important for supporting daily operations and maintaining a positive workplace atmosphere.

### **The Effect of Organizational Citizenship Behavior on Job Satisfaction**

The results show that Organizational Citizenship Behavior (OCB) has a positive and significant effect on Job Satisfaction. This finding suggests that employees who voluntarily help coworkers, maintain harmonious workplace relationships, and demonstrate concern for the organization tend to experience more positive working conditions. Such behaviors can create a supportive work environment, strengthen social relationships among employees, and foster a



stronger sense of belonging, which ultimately contributes to higher job satisfaction. Similar findings have been reported by Aghnia & Sunarsi, (2023); Purnama et al., (2023); Putri & Supriadi, (2022c).

From the perspective of Social Exchange Theory, OCB reflects a positive reciprocal relationship between employees and the organization. When employees perceive favorable treatment from the organization, they are more likely to reciprocate through contributions that go beyond their formal job requirements (Blau, 1964). These behaviors can strengthen cooperation among coworkers, improve workplace relationships, and create more positive work experiences, which in turn enhance job satisfaction.

The managerial implication of this finding is that organizations should foster a work culture that encourages collaboration, mutual assistance, and concern among employees. An organizational culture that supports OCB can contribute not only to greater organizational effectiveness but also to higher levels of employee job satisfaction.

### **The Effect of Work-Life Balance on Job Satisfaction**

The results show that Work-Life Balance has a positive but insignificant effect on Job Satisfaction. This finding indicates that balancing work and personal life may not be a primary factor in determining employee job satisfaction in the context of this study. This may occur because employees place greater priority on other job-related factors that provide more immediate benefits, such as compensation, social relationships, and organizational recognition. In addition, employees may have already adapted their working patterns to their personal lives, reducing the extent to which Work-Life Balance differentiates their level of job satisfaction. Similar findings were reported by (Alamsyah et al., 2025; Maharani et al., 2023; Wahyudin et al., 2025; Wardhani & Hasan, 2024).

From a Social Exchange Theory perspective, Work-Life Balance can be viewed as a form of organizational concern for employee well-being (Blau, 1964). However, this benefit may not necessarily be perceived as the most valuable element in the exchange relationship between employees and the organization. In this study, employees appear to place greater importance on factors such as compensation and recognition for their contributions than on the balance between work and personal life.

From a practical standpoint, organizations should continue to provide policies that support Work-Life Balance, such as flexible scheduling, adequate rest periods, and employee well-being programs. Although Work-Life Balance did not have a significant direct effect on Job Satisfaction in this study, such



policies may still contribute to other important outcomes, including psychological well-being, organizational commitment, and employee retention.

## CONCLUSION

This study examined the effects of Compensation, Work Environment, Organizational Citizenship Behavior (OCB), and Work-Life Balance on employee Job Satisfaction at Owabong Waterpark. The results show that Compensation and OCB have positive and significant effects on Job Satisfaction, while Work Environment and Work-Life Balance have no significant effects. The model explains 52.7% of the variance in Job Satisfaction, with the remaining variance attributable to factors outside the model.

This study is limited to one organization and four independent variables, which may restrict the generalizability of the findings. Future research should involve broader samples and consider additional factors such as leadership, organizational culture, work motivation, and perceived organizational support.

Managerially, Owabong Waterpark should strengthen employee recognition and rewards, align workloads with employee capacity, encourage open communication and mutual support, and improve work scheduling to support work-life balance. These efforts can help create a more supportive work environment and enhance employee Job Satisfaction.

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