

## The Influence of Compensation and Work Environment on Employee Performance with Job Satisfaction as An Intervening Variable

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### ABSTRACT

This study examines the effect of compensation and work environment on employee performance, with job satisfaction as an intervening variable. Primary data were collected through questionnaires from 56 employee respondents. The analysis employed Structural Equation Modeling using Partial Least Squares (SEM-PLS). The results show that compensation has a positive and significant effect on job satisfaction ( $t = 2.059$ ;  $p = 0.044$ ), and the work environment also significantly affects job satisfaction ( $t = 3.096$ ;  $p = 0.003$ ). However, compensation ( $t = 1.054$ ;  $p = 0.297$ ) and work environment ( $t = 0.853$ ;  $p = 0.397$ ) do not have a direct significant effect on employee performance. Job satisfaction has a significant positive effect on performance ( $t = 4.617$ ;  $p = 0.000$ ). Furthermore, the work environment significantly influences employee performance through job satisfaction ( $t = 2.227$ ;  $p = 0.030$ ), while job satisfaction does not mediate the relationship between compensation and performance. These findings indicate that job satisfaction plays a key role in enhancing employee performance, particularly in mediating the impact of the work environment.

**Keywords:** Compensation, Work Environment, Job Satisfaction, and Employee Performance

### 1. Introduction

Human resources (HR) play a very important role in achieving organizational goals. As the main managers and drivers of the organization, people play a key role in determining the success of a company or institution. Without optimal



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performance from each individual in the organization, achieving the organization's goals will be very difficult (Dessler, 2017). Challenges and opportunities in managing an organization often relate to issues within the HR itself, whether in terms of competence, motivation, or job satisfaction (Armstrong, 2014). Good individual performance contributes to the overall performance of the organization, which in turn will support the achievement of the established goals (Robinson & Judge, 2017). Effective human resource management through careful planning and good management is essential to ensure that every employee can contribute their best to the organization (Sutrisno, 2018).

Performance is the success of an individual in carrying out tasks, the work results that can be achieved by an individual or a group of individuals within an organization according to their respective authority and responsibilities, or about how an individual is expected to function and behave according to the tasks assigned to them, as well as the quantity, quality, and time used in carrying out the tasks (Sutrisno in Tirtayasa, 2019). Job satisfaction is the evaluation, feeling, or attitude of a person or employee towards their work and is related to the work environment, which is the fulfillment of several desires and needs through work activities (Koesmono in Nabawi, 2019). Compensation is the reward that the company provides to employees for the performance given to the organization, whether direct or indirect, financial or non-financial (Marwansyah in Nugraha and Tjahjawati, 2018).

So that employees feel comfortable and perform their tasks without experiencing difficulties when they need the necessary tools and facilities to work. The work environment is everything around employees that can influence the execution of tasks assigned by the company (Ndaraha et al., 2018). Employee performance is a crucial factor in achieving organizational goals. Various studies have identified several factors that influence employee performance, including compensation, work environment, and job satisfaction. Fair and competitive compensation is believed to enhance employee motivation and productivity. (Putra, R. B, 2023).



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Additionally, a conducive work environment plays an important role in creating a comfortable work atmosphere, thereby encouraging employees to work more effectively. (Putra, R. B, 2023). Job satisfaction is also an important variable that can mediate the relationship between compensation and work environment on employee performance. Employees who are satisfied with their jobs tend to show better performance (Widiarto, A, 2023). There is a problem related to the relatively high employee absenteeism, which indicates prolonged employee absences and non-compliance with the established working hours regulations. This certainly impacts the effectiveness and efficiency of the healthcare services provided to the community. In addition, issues with time management and irregularities in task execution also affect employee performance.

Previous research has examined the influence of compensation and work environment on employee performance with job satisfaction as an intervening variable, such as the study conducted by Putra et al. (2023) at CV Jawa Grafika Group Semarang. However, similar research in the healthcare sector, particularly in community health centers (Puskesmas), is still limited. Therefore, this study aims to analyze the influence of compensation and work environment on employee performance with job satisfaction as an intervening variable. The results of this study are expected to contribute to the development of human resource management strategies in the health sector.

## 2. Materials and Method

This research uses a quantitative method with a descriptive approach to analyze the influence of compensation, work environment, and job satisfaction on employee performance. The population consisted of 56 employees who were sampled using



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the saturated sampling technique, where the entire population was used as the sample. Data were collected through a questionnaire instrument distributed to the respondents.

Next, the collected data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) program, which allows for the analysis of more complex relationships between latent variables without having to meet many statistical assumptions. In the measurement model testing, convergent validity, discriminant validity, and reliability tests are conducted to ensure the validity and reliability of the indicators against the latent variables being studied. This analysis aims to measure the extent of the influence of each independent variable (compensation and work environment) on the dependent variable (employee performance), as well as the role of the intervening variable (job satisfaction) in that relationship.

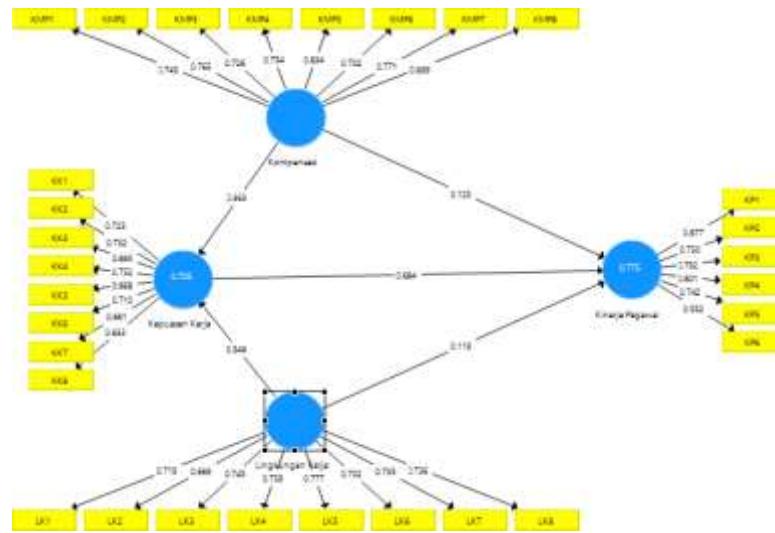
### 3. Result

#### *Descriptive Analysis of Variables*

##### Outer Model



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Based on the image above, it can be seen that all statements have an outer loading value  $> 0.5$ , which means all these statements are valid and the indicators can be included in the subsequent analysis.

Variable	Item	Original Sample (O)	Explanation
Compensation (X1)	X1.1	0,745	Valid
	X1.2	0,765	Valid
	X1.3	0,726	Valid
	X1.4	0,754	Valid
	X1.5	0,834	Valid
	X1.6	0,702	Valid
	X1.7	0,771	Valid
Work Environment (X2)	X2.1	0,719	Valid
	X2.2	0,869	Valid
	X2.3	0,745	Valid
	X2.4	0,759	Valid
	X2.5	0,777	Valid
	X2.6	0,702	Valid
	X2.7	0,735	Valid
Job Satisfaction (Z)	X2.8	0,736	Valid
	Z.1	0,752	Valid
	Z.2	0,732	Valid
	Z.3	0,865	Valid
	Z.4	0,752	Valid



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Z.5	0,868	Valid
Z.6	0,710	Valid
Z.7	0,861	Valid
Z.8	0,833	Valid
Employee Performance (Y)	Y.1	0,877
	Y.2	0,750
	Y.3	0,792
	Y.4	0,801
	Y.5	0,742
	Y.6	0,552

From the table above, the outer loading shows the results of the convergent validity test, where the scores of each indicator are greater than 0.5, and it can be concluded that the existing indicators are valid indicators.

### *Discriminant Validity*

Table 2. Average Variance Extracted (AVE) Values

Average Variance Extracted (AVE)	
Job Satisfaction	0.634
Employee Performance	0.576
Compensation	0.563
Work Environment	0.573

Based on the table, it can be concluded that all the constructs or variables above meet the criteria for fairly good validity. This is indicated by the Average Variance Extracted (AVE) value being above 0.5.



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### Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability
	Cronbach's Alpha	rho_A	Composite Reliability
Kepuasan Kerja	<b>0.916</b>	<b>0.922</b>	<b>0.932</b>
Kinerja Pegawai_	<b>0.848</b>	<b>0.866</b>	<b>0.889</b>
Kompensasi	<b>0.889</b>	<b>0.894</b>	<b>0.911</b>
Lingkungan Ke...	<b>0.893</b>	<b>0.899</b>	<b>0.914</b>

Based on the SmartPLS output in the table above, the composite reliability and Cronbach's alpha values for each construct or variable were found to be greater than 0.60. Thus, it can also be concluded that the data reliability level is good or reliable.

### *Distribution of Respondents' Answer Frequencies to the Compensation Variable Statement Instrument (X1)*

Table 4. Frequency Distribution of Respondents' Answers to the Instrument Compensation Variable Statement

No	Indicator	STS	TS	KS	S	SS	TCR	Criteria
		1	2	3	4	5		
1	KMP1	-	1	4	41	10	81,4	Good
2	KMP2	-	-	5	37	14	83,2	Good
3	KMP3	-	-	6	42	8	80,7	Good
4	KMP4	-	-	6	41	9	81,0	Good
5	KMP5	-	-	8	37	11	81,0	Good
6	KMP6	-	-	3	42	11	82,8	Good
7	KMP7	-	-	3	42	11	82,8	Good
8	KMP8	-	-	4	39	13	83,2	Good
<b>Mean</b>						<b>82,0</b>	<b>Good</b>	

Based on the frequency distribution of the compensation variable (X1) assessment, an overview of the average score of the compensation variable



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statement items was obtained. In general, the calculation of the TCR percentage of respondent answer achievement (TCR) is 82.0% with a good category. This means that the compensation variable has a "good" influence.

***Frequency Distribution of Respondents' Answers to the Work Environment Variable Statement Instrument (X2)***

Table 5. Frequency Distribution of Respondents' Answers to the Instrument Statement of Work Environment Variables

No	Indicator	STS	TS	KS	S	SS	TCR	Criteria
		1	2	3	4	5		
1	LK1	-	1	4	41	10	81,4	Good
2	LK2	-	5	7	36	8	76,7	Good
3	LK3	-	2	3	44	7	80,0	Good
4	LK4	-	4	2	41	9	79,6	Good
5	LK5	-	2	4	38	12	81,4	Good
6	LK6	-	8	9	34	5	72,8	Good
7	LK7	-	2	3	40	11	81,4	Good
8	LK8	-	9	12	26	9	72,5	Good
<b>Total</b>						<b>78,2</b>	<b>Good</b>	

Based on the frequency distribution of the assessment of the work environment variable (X2) in table 4.7, an overview of the average score of the work environment variable statement items was obtained. In general, the calculation of the TCR percentage of respondents' answer achievement level (TCR) is 78.2% with a good category. This means that the work environment variable has a "good" influence.



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***Distribution of Respondents' Answer Frequencies to the Job Satisfaction Variable Statement Instrument (Z)***

Table 6. Frequency Distribution of Respondents' Answers to the Instrument Statement of Job

Satisfaction Variables

No	Indikator	STS	TS	KS	S	SS	TCR	Kriteria
		1	2	3	4	5		
1	KK1	-	-	7	41	8	80,3	Good
2	KK2	-	-	6	43	7	80,3	Good
3	KK3	-	-	4	44	8	81,4	Good
4	KK4	-	-	7	39	10	81,0	Good
5	KK5	-	1	10	39	6	77,8	Good
6	KK6	-	-	8	37	11	81,0	Good
7	KK7	-	1	11	38	6	77,5	Good
8	KK8	-	1	9	38	8	78,9	Good
<b>Tota</b>						<b>79,8</b>		<b>Good</b>
<b>1</b>								

Based on the frequency distribution of the assessment of the job satisfaction variable (Z), an overview of the average score of the job satisfaction variable statement items was obtained. In general, the calculation of the TCR percentage of respondents' answer achievement level (TCR) is 79.8% with a good category. This means that the job satisfaction variable has a "good" influence.

***Frequency Distribution of Respondents' Answers to the Employee Performance Variable Statement Instrument***

Table 7. Frequency Distribution of Respondents' Answers to the Instrument Employee Performance Variable Statement

No	Indikator	STS	TS	KS	S	SS	TCR	Kriteria
		1	2	3	4	5		
1	KP1	-	1	7	40	8	79,6	Good
2	KP2	-	-	6	38	12	82,1	Good
3	KP3	-		7	40	9	80,7	Good
4	KP4	-	1	5	41	9	80,7	Good
5	KP5	-	1	8	38	9	79,6	Good
6	KP6	-	-	5	42	9	81,4	Good
<b>Total</b>						<b>80,7</b>		<b>Good</b>



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Based on the frequency distribution of the employee performance variable (Y) assessment in table 4.9, an overview of the average score of the employee performance variable statement items was obtained. In general, the calculation of the TCR percentage of the respondents' answer achievement level (TCR) is 80.7% with a good category. This means that the employee performance variable has a "good" influence.

## Hypothesis Testing

Table 8. Path Coefficients Values

Path Coefficients		Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	Copy to Clipboard:	Excel F...
		Original Sample (O)	Sample Mean (M)	Standard Deviation ...	T Statistics ( O/...	P Values	
Kepuasan Kerja -> Kinerja Pegawai_		0.684	0.705	0.148	4.617	<b>0.000</b>	
Kompensasi -> Kepuasan Kerja		0.363	0.335	0.176	2.059	<b>0.044</b>	
Kompensasi -> Kinerja Pegawai_		0.125	0.113	0.119	1.054	<b>0.297</b>	
Lingkungan Kerja -> Kepuasan Kerja		0.546	0.576	0.176	3.096	<b>0.003</b>	
Lingkungan Kerja -> Kinerja Pegawai_		0.119	0.118	0.140	0.853	<b>0.397</b>	

The results of the data testing with SmartPLS show that compensation has a positive and significant effect on job satisfaction (influence value 0.363, t-statistic  $2.059 > t\text{-table } 1.96$ ), but not significant on employee performance (influence value 0.125, t-statistic  $1.054 < t\text{-table } 1.96$ ). The work environment also has a positive and significant effect on job satisfaction (influence value 0.546, t-statistic  $3.096 > t\text{-table } 1.96$ ), but not significant on employee performance (influence value 0.119, t-statistic  $0.853 < t\text{-table } 1.96$ ). Meanwhile, job satisfaction has a positive and significant impact on employee performance (influence value 0.684, t-count 4.617  $> t\text{-table } 1.96$ ).



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Table 9. Specific Indirect Effect

**Specific Indirect Effects**

Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	Copy to Clipboard:	Excel Format	R福
Original Sample (O)	Sample Mean (M)	Standard Deviation...	T Statistics ( O/...	P Values		
Kompensasi -> Kepuasan Kerja -> Kinerja Pegawai	0.248	0.233	0.135	1.836	<b>0.072</b>	
Lingkungan Kerja -> Kepuasan Kerja -> Kinerja Pegawai	0.373	0.412	0.168	2.227	<b>0.030</b>	

The results of the data testing with SmartPLS show that compensation has a positive but not significant effect on employee performance through job satisfaction (influence value 0.248, t-statistic 1.836 < t-table 1.96). On the other hand, the work environment has a positive and significant effect on employee performance through job satisfaction (influence value 0.373, t-count 2.227 > t-table 1.96).

## Discussion

### *The influence of compensation on job satisfaction*

There is a positive and significant effect of compensation on job satisfaction. Where it is seen that the t-statistic is 2.059 and the t-table is 1.96, where the t-statistic is greater than the t-table ( $2.059 > 1.96$ ) or the significance level is smaller than alpha ( $0.044 < 0.05$ ), then H0 can be rejected and H1 accepted. The results of this study are in line with the research conducted by Lestari et al. (2022), which shows that compensation has a positive and significant effect on job satisfaction.

### *The Influence of the Work Environment on Job Satisfaction*

There is a positive and significant influence of the work environment on job satisfaction. Where it is seen that the t-statistic is 3.096 and the t-table is 1.96, where the t- statistic is greater than the t-table ( $3.096 > 1.96$ ) or the significance level is smaller than alpha ( $0.003 < 0.05$ ), then H0 can be rejected and H2 accepted. The results of this study are in line



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with the research conducted by (Lestari et al., 2022), which found that the work environment has a positive and significant effect on job satisfaction.

### ***The Influence of Compensation on Employee Performance***

There is a positive but insignificant effect of compensation on employee performance.

Where it is seen that the t-statistic is 1.054 and the t-table is 1.96, where the t-statistic is less than the t-table ( $1.054 < 1.96$ ) or the significance level is greater than alpha ( $0.297 > 0.05$ ), then H0 is accepted and H3 is rejected. This research is not accepted because compensation is considered still low in improving performance, so it is hoped that management will pay more attention to the indicators within compensation by focusing more on salary, wages, and allowances so that these can improve employee performance. The results of this study are not in line with the research conducted by (Heryenzus & Laia, 2018), which found that compensation has a positive and significant effect on employee performance. However, another study that supports this research is the one conducted by (Fajar et al., 2020), which states that compensation has a positive but insignificant effect on employee performance.

### ***The Influence of the Work Environment on Employee Performance***

There is a positive but insignificant effect of the work environment on employee performance. Where it is seen that the t-statistic is 0.853 and the t-table is 1.96, where the t-statistic is smaller than the t-table ( $0.853 < 1.96$ ) or the significance level is smaller than alpha ( $0.397 > 0.05$ ), then H0 is accepted and H4 is rejected. In this study, it is not accepted because the work environment is considered still low and affects employee performance. It is therefore hoped that the company will pay attention to the indicators of the work environment, namely lighting, facilities, and cleanliness, so that employee performance will be maximized if the work environment indicators are met.



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The results of this study are not in line with the research conducted by (Nanulaitta, 2018), which found that the work environment has a positive and significant effect on employee performance. However, another study that supports this research is the one conducted by (Prafitri Kumalasari & Sugito Efendi, 2022), which states that the work environment has a positive but insignificant effect on employee performance.

### ***The Influence of Job Satisfaction on Employee Performance***

There is a significant positive effect of job satisfaction on employee performance. Where it is seen that the t-statistic is 4.617 and the t-table is 1.96, where the t-statistic is greater than the t-table ( $4.617 > 1.96$ ) or the significance level is greater than alpha ( $0.000 < 0.05$ ), thus H0 is rejected and H5 is accepted. The results of this study are in line with the research conducted by (Adha & Wandi, 2019), which found that job satisfaction has a positive and significant effect on employee performance.

### ***The Influence of Compensation on Employee Performance through Job Satisfaction***

There is a positive but insignificant effect of compensation on employee performance through job satisfaction. Where it is seen that the t-statistic is 1.836 and the t-table is 1.96, where the t-statistic is greater than the t-table ( $1.836 < 1.96$ ) or the significance level is smaller than alpha ( $0.072 > 0.05$ ), then H0 can be accepted and H6 can be rejected. This research is not accepted because compensation cannot have a direct impact on employee performance, but compensation will have a direct influence on job satisfaction. Therefore, the company pays attention to one of the indicators of job satisfaction, which is the rewards received. Job satisfaction resulting from the rewards received/good compensation will improve employee performance. The results of this study are not in line with the research conducted by (Heryenzus & Laia, 2018), which



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shows that compensation has a positive and significant effect on employee performance with job satisfaction as an intervening variable. However, the research that supports the results of this study is the research conducted by (Prafitri Kumalasari & Sugito Efendi, 2022).

### ***The Influence of the Work Environment on Employee Performance through Job Satisfaction***

There is a significant positive influence of the work environment on employee performance through job satisfaction. Where it is seen that the t-statistic is 2.227 and the t-table is 1.96, where the t-statistic is greater than the t-table ( $2.227 > 1.96$ ) or the significance level is smaller than alpha ( $0.030 < 0.05$ ), then  $H_0$  can be rejected and  $H_7$  can be accepted. The results of this study are in line with the research conducted by (Handoko et al., 2021) which shows that the work environment affects employee performance through job satisfaction as an intervening variable.

### ***Conclusiones***

Based on the analysis results, it can be concluded that compensation and work environment partially have a positive and significant effect on job satisfaction. However, compensation and work environment partially do not have a significant effect on employee performance. On the other hand, job satisfaction has a positive and significant impact on employee performance. Job satisfaction does not mediate the relationship between compensation and employee performance, but it acts as a mediator in the relationship between the work environment and employee performance. Additionally, more attention needs to be given to other factors that may have a more direct impact on employee performance. Efforts to improve job



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satisfaction should also be prioritized as they have been proven to have a significant impact on performance.

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