Analysis of the Effect of Job Satisfaction as an Intervening Variable on Employee Performance

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ABSTRACT

Employee job satisfaction is low, resulting in suboptimal performance. Another issue is the high workload not being matched with adequate compensation and a satisfactory working environment. Based on this description, the research aims to determine the effect of the working environment on employee performance, the effect of compensation on employee performance, whether job satisfaction can mediate the effect of the working environment on employee performance, whether job satisfaction can mediate the effect of compensation on employee performance, and the effect of job satisfaction on employee performance. The research subjects are employees of UD Langgeng 99 Magetan, a company engaged in bread production. The sample size for this study is 100 employees, using the statistical analysis method of Partial Least Square (PLS). The results of this study found that the working environment affects employee performance, compensation does not significantly affect employee performance, the working environment does not affect employee performance when mediated by job satisfaction, compensation significantly affects employee performance when mediated by job satisfaction, and employee job satisfaction affects employee performance.

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

ABSTRAK

Kepuasan kerja yang dirasakan oleh karyawan kurang puas sehingga akibatnya kurang optimalnya karyawan dalam bekerja. Permasalahan lain dilihat dari beban kerja yang tinggi namun tidak diimbangi dengan kompensasi yang sesuai dengan kebutuhan karyawan dan lingkungan kerja yang memadai. Berdasarkan uraian tersebut, tujuan penelitian yaitu untuk mengetahui pengaruh lingkungan kerja terhadap kinerja karyawan, pengaruh kompensasi terhadap kinerja karyawan, pengaruh kepuasan kerja dapat mengintervesi atau memodiasi pengaruh dari lingkungan kerja terhadap kinerja karyawan, pengaruh kepuasan kerja dapat mengintervesi atau memodiasi pengaruh dari kompensasi terhadap kinerja karyawan dan pengaruh kepuasan kerja terhadap kinerja karyawan. Subyek Penelitian adalah karyawan UD Langgeng 99 Magetan, yaitu sebuah perusahaan yang bergerak dalam pembuatan Roti. Jumlah sampel penelitian ini 100 karyawan, dengan menggunakan analisis metode statistik adalah Partial Least Square (PLS). Hasil penelitian ini menemukan bahwa lingkungan kerja berpengaruh terhadap kinerja karyawan, kompensasi tidak berpengaruh signifikan terhadap kinerja karyawan,

lingkungan kerja tidak berpengaruh terhadap kinerja karyawan yang dimediasi oleh kepuasan kerja karyawan, kompensasi berpengaruh signifikan terhadap kinerja karyawan yang dimediasi oleh kepuasan kerja karyawan, dan kepuasan kerja karyawan memengaruhi kinerja kerja karyawan.

Kata kunci: *Lingkungan Kerja, Kompensasi, Kepuasan Kerja, Kinerja Karyawan*

INTRODUCTION

The development of the globalization era is characterized by various kinds of changes, one of which is science and technology. The increasingly advanced development of science and technology has resulted in the emergence of various innovations or new discoveries that are able to simplify and expedite the company's business activities. This has an influence on companies, both companies operating in the service sector and companies operating in the non-service sector, resulting in increasingly tighter competition. Every organization, whether operating in the industrial or service sector, always has goals and objectives that need to be achieved. Of course, achieving company goals does not only depend on good management, complete and adequate facilities and infrastructure but also on the human resources who carry out the work. This is in accordance with the opinion of Sawaluddin & Rustandi (2020) and Effendi (2021) human resources are very important nowadays, especially as technology has become more advanced, but human factors still play an important role in the success of an organization. Human resources are the main driver for other resources, so companies need to optimize employee performance in order to make an overall positive contribution. This agrees with the opinion of Anwar & Abdullah (2021) that in achieving optimal performance it is necessary to have human resources that have a level of ability, competence, motivation, and interests that are supported by the company's attitude in respecting and treating its human resources in order to achieve performance.

The effect of compensation and motivation on employee performance with job satisfaction as an intervening variable case of PT Sinar Sostro Factory Bali employees. The research results show that compensation has a positive and significant effect on job satisfaction, motivation has a positive and significant effect on job satisfaction, compensation has a positive and significant effect on employee performance, motivation has a positive and significant effect on work performance, job satisfaction has a positive and significant effect on employee performance and Job satisfaction mediates the effect of compensation and motivation on employee performance. Compensation is defined as remuneration provided by the company to employees who have contributed energy and thoughts to the progress of the organization to achieve its goals. Ramli (2018), agrees with research by Sudiardhita et al. (2018) which states that compensation has a positive and significant influence on job satisfaction, meaning that fair compensation can improve employee performance. This indicates that high compensation will increase job satisfaction. This is in line with Dermawan (2012) research, which proves that compensation has an effect on employee satisfaction and expectations of getting appropriate compensation, making employees work optimally, resulting in increased performance as well.

Employee performance is an effort to manage employee competency carried out by an organization in a systematic and continuous manner so that employees have a high level of performance. With the hope that employees are able to provide optimal contributions so that they are able to achieve organizational goals. In Talashina & Ngatno (2016) and Ashari (2019) research, it was found that compensation had a positive and significant influence on employee performance. These results are in line with Pamungkas (2017) that compensation has a positive and significant influence on employee performance, moderated by employee job satisfaction. The work environment plays an important role in creating employee job satisfaction. According to Ardianto & Suryanti (2022), broadly speaking, the work environment is divided into 2 types, namely physical and non-physical work environments. The physical work environment is all physical conditions around the

workplace that can affect employees directly or indirectly. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors, relationships with fellow colleagues and relationships with subordinates.

Everything surrounding the work environment is basically aimed at providing a sense of security so that it can increase work morale and increase job satisfaction, ultimately improving employee performance. This is in line with research by Siagian (2018) and research by Jopanda (2021) which states that the work environment has a direct and significant effect on employee satisfaction. The work environment has a direct and significant effect on employee performance and the work environment has a direct and significant effect on employee performance, moderated by employee job satisfaction. The difference between previous research and current research is: the research conducted by Talashina & Ngatno (2020) only had one independent variable that was different, namely Motivation, this research still uses job satisfaction as an intervening variable and employee performance as the dependent variable. The object is also different at PT Sinar Sosro Factory Bali with a total of 116 employees, whereas in this research it was at UD Langgen 99 Magetan with a total of 50 employees. The analysis tool is also different, namely Path Analysis, while this research uses the statistical method used Partial Least Square (PLS).

The subject of this research is UD Langgeng 99 Magetan, which is a company engaged in making bread. Based on the results of the interim research, information was obtained that the job satisfaction felt by employees was less than satisfactory, resulting in less-than-optimal performance for employees at work. Another problem is seen from the high workload which is not balanced with compensation that is appropriate to employee needs and an adequate work environment. The problem formulation in this research is. Is there an influence of the work environment on employee performance at UD Langgeng 99. Is there an influence of compensation on the performance of UD Langgeng 99 employees. Can job satisfaction intervene or mediate the influence of the work environment on employee performance at UD Langgeng 99. Can job satisfaction intervene or mediate the influence of compensation on employee performance at UD Langgeng 99. Is there an influence of job satisfaction on the performance of UD Langgeng 99 employees.

LITERATURE REVIEW

Employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegaran & Prabu, 2017; Sutrisno 2016; Catio, 2020). Performance can also be interpreted as a work result achieved by an employee in accordance with standards and criteria that have been set within a certain period of time (Panjahitan et al., 2018). Performance can be interpreted as work results achieved within a certain period of time and can be used to measure employee work performance. Performance indicators are aspects used as performance assessment measures according to Bedford et al. (2019). First, quantity is the amount produced, expressed in units, the number of activity cycles completed by employees, and the number of activities produced. Second, work quality is measured from employee perceptions of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities. Third, timeliness is measured from employees' perceptions of an activity that is completed early to produce output. Fourth, the presence of employees in the company, whether coming to work, leaving work, with permission, or without information, all affect employee performance. Fifth, the ability to collaborate is the ability of a worker to collaborate with other people in completing a predetermined task and work so as to achieve maximum efficiency and useful results.

Job satisfaction is a person's emotional response to work situations and conditions. Emotional responses can be in the form of feelings of satisfaction or dissatisfaction with their work, if the feeling is satisfied then the employee's job satisfaction is achieved and if the feeling is dissatisfied then the employee feels dissatisfied. This is reflected in the employee's positive attitude towards work and everything they encounter in their work

environment (Handoko, 2016). Job satisfaction is a set of employee feelings regarding whether they are happy or not with the job they are facing (Fahmi, 2016). Based on the explanation of the definition above, it can be concluded that job satisfaction is an employee's feelings of happiness or displeasure with the work they do. Therefore, a company needs to understand and fulfill what its employees need. Indicators of Job Satisfaction According to Fahmi (2016), indicators of job satisfaction include the following: First, the job itself, namely the extent to which the job is interesting, both in terms of opportunities and responsibilities. Second, wages or rewards, namely the suitability of the amount received to the work done. Third, promotion opportunities, namely the availability of opportunities to advance further in the future in terms of work. Fourth, supervision, namely technical abilities and individual skills from direct superiors. Fifth, colleagues, namely the extent to which the role of colleagues during work is friendly, competent and provides support. Sixth, working conditions, namely the extent to which the physical work environment provides comfort and supports productivity. Seventh, job security, namely confidence in one's position in the company and the opportunity to continue working.

Compensation is an important function in human resource management. Because compensation is one of the most sensitive aspects of employment relationships. Compensation is a form of remuneration provided by a company to its employees which can be valued in money and tends to be given regularly (Farida & Hartono, 2016). Another definition of compensation is everything that employees receive as a reward or contribution of energy and thoughts that have been contributed to the organization (Nguyen et al., 2020). Compensation is an expense and cost for the company. The company hopes that with the compensation paid, employees will receive greater work performance rewards (Hasibuan, 2019). Based on the explanation above, it can be concluded that compensation is a reward given to employees as remuneration for their work. According to Hasibuan (2019), compensation indicators are as follows: First, salary is remuneration that is paid periodically to permanent employees and has a definite guarantee. This means that salaries will still be paid even if the worker does not come to work. Second, incentive pay is additional compensation given to certain employees whose performance is above performance standards. This incentive wage is a tool used by supporters of fair principles in providing compensation. Third, benefits and services are additional compensation (financial or non-financial) provided based on company policy to all employees in an effort to improve their welfare. For example, holiday allowances, pensions, official clothing, cafeterias, prayer rooms, sports and tourist attractions.

Broadly speaking, the work environment is divided into 2 types, namely physical and non-physical work environments. The physical work environment is all physical conditions around the workplace that can affect employees directly or indirectly. The non-physical work environment is all conditions that occur related to work relationships, both relationships with superiors, relationships with fellow colleagues, and relationships with subordinates (Kurniawaty et al., 2019; Bashir et al., 2020). Another definition of the work environment is everything that is around workers and that can influence them in carrying out their assigned tasks (Farida & Hartono, 2016). A work environment is said to be good if employees can carry out activities optimally, healthily, safely, and comfortably. The work environment is everything that is around workers and that can influence them in carrying out their assigned tasks, for example, cleanliness, music, lighting and other things (Sunyoto, 2012). Based on the explanation, it can be concluded that the work environment is everything around the worker that can influence the worker in carrying out his duties. However, in general, the definition of a work environment is the conditions and atmosphere in which employees carry out their duties and work optimally. Work Environment Indicators according to Farida & Hartono (2016) suggest that work environment indicators are as follows: First, lightning, namely, light or lighting has great benefits for employees for safety and smooth work, therefore it is necessary to pay attention to the presence of bright light but not dazzling. Second, air circulation, namely sufficient air exchange, is very necessary, especially if there are many employees in the

work space. Sufficient air exchange will create physical freshness in employees, so that employees do not get tired easily because they feel stuffy. Third, cleanliness, that is, a clean work environment can foster feelings of happiness in employees. Another impact besides feeling happy is that it will increase enthusiasm and joy at work and provide a comfortable impression for employees. Fourth, security, namely a feeling of security that will give rise to the perception that you are happy with your work and will do your work with enthusiasm. In general, the sense of security in the work environment in question is personal security and safety in carrying out daily work. Work safety is an important responsibility for every company that has direct contact with the employees it employs. Fifth, relationship with superiors, namely how the relationship exists between employees and leaders during the work process. Sixth, relationships with coworkers, namely the extent of the relationship employees feel with each other when working together. Seventh, Relationship with Subordinates, namely the extent to which the leader is able to provide good ties to his subordinates in the work process.

METHOD

The research method used in this research is a quantitative method. The population in this study were all permanent employees at UD Langgeng 99 Magetan, totaling 100 people. The number of samples used was a total sample where the entire population was sampled, namely 100 people. The data used is primary data, namely data obtained directly from respondents/research objects, through distributing questionnaires. This research uses 4 variables which are measured on a Likert scale with five points, starting from one for strongly disagree to five for strongly agree. All items were reported and responded to by respondents themselves honestly and without coercion. The four variables were adapted into a questionnaire with statement items according to the indicators for each variable and using language that was clear and easy for respondents to understand. The operational variables of this research are visualized in Figure 1.
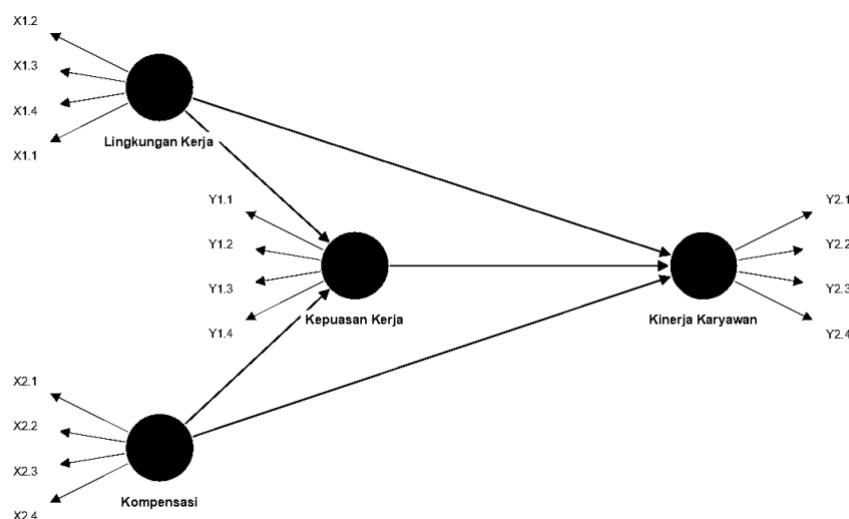

Figure 1. Variable Operational Chart

The data analysis technique used in this research is a quantitative data analysis technique using statistical methods. The statistical method used is Partial Least Square (PLS) as a PLS data analysis technique using Smart PLS Software version M4. This technique is also used to test measurement models and test research hypotheses. The reason for using SEM tools in this research is because SEM is able to test a series of relationships between relatively complex constructs simultaneously and is able to confirm the dimensions of a concept or factor as well as its ability to measure relationships that theoretically exist.

RESULT

The Outer Model Test is a test used to evaluate the construct variables studied, validity (accuracy), average variance extracted (AVE), discriminant validity value, and Composite reliability. Convergent validity is the loading factor value on the latent variable with its indicators. The expected value of the loading factor is >0.70 so the data is said to be valid. The convergent validity test data in this study shows that the loading factor value for each indicator variable is above 0.70. So, this research data is declared valid. Average Variance Extracted (AVE) is used to determine whether the discriminant validity requirements are achieved. The minimum value for data to be declared to have reliability has been achieved is > 0.50. In this research, the results found that the AVE value for each variable had a value of more than 0.50 (>0.50). The data is declared reliable and ready to continue for further testing. Discriminant Validity is used to determine whether an indicator has adequate discriminant, namely by comparing the loading value on the target indicator which must be greater than the loading value with other indicators. The expected value in the discriminant validity test is >0.70. In this study, the cross-loading results for each indicator had a value of >0.70. so that the data meets the requirements. Furthermore, Composite Reliability is a test used to prove the accuracy, reliability of data, consistency and precision of instruments in measuring indicators. Data is said to have high reliability if the composite reliability value is > 0.70. The results of this research have a high reliability value because the results of the research found a composite reliability value of >0.70.

The Inner Model Test (Structural Model Analysis) is used to test the research hypothesis. There are two parts that need to be analyzed when testing a structural model, namely the coefficient of determination (R-square) and hypothesis testing. The R-square test is used to test the accuracy of predictions of a model or to find out how variations in the value of the dependent variable are influenced by the value of the independent variable in a path model. The R-square value in this study is shown in table 1.

Table 1. R-Square Value

Variable	R-square	R-square adjusted
Employee performance	0.501	0.486
Job satisfaction	0.359	0.346

The results on Table 1 show that the influence of variables X1 and X2 on variable Y2 is 0.501. The R-Square value of 0.501 indicates that the variation in the value of the Y2 variable can be explained by the variation in the values of the variables X1 and X2 of 50.1%. The influence of variables X1 and X2 on variable Y1 is 0.359. The R-Square value of 0.359 indicates that the variation in the value of the Y1 variable can be explained by the variation in the X1, X2 values of 35.9%. Hypothesis testing has two stages of testing, namely testing the direct influence hypothesis and testing the indirect influence hypothesis.
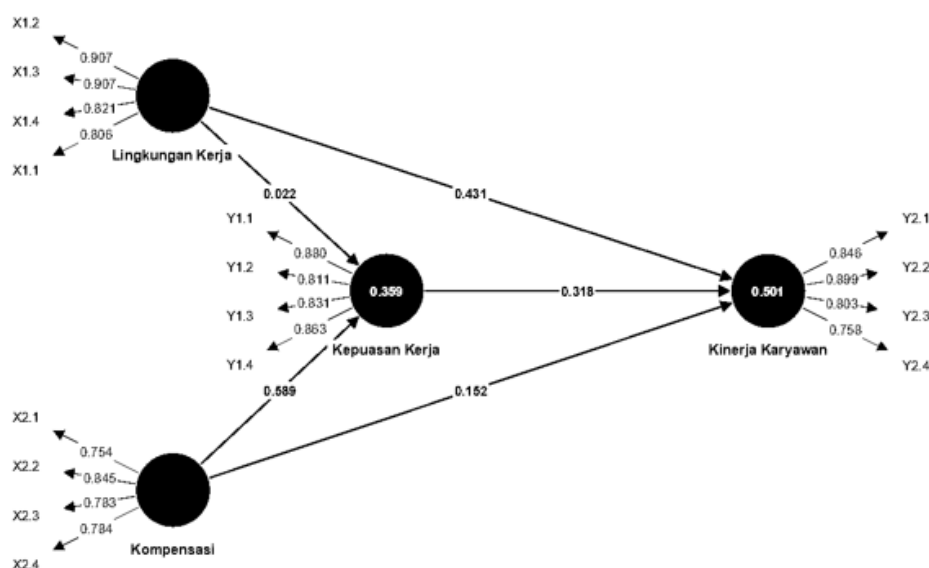
Figure 2. Path Coefficient

Direct influence hypothesis testing aims to prove the hypothesis of the influence of a variable on a fixed variable without intermediaries. If the probability value (P-Values) < (0.05) then H0 is rejected (the influence of one variable on other variables is significant. If the probability value (P-Values) > (0.05) then H0 is accepted (the influence of one variable on other variables is not significant.

Table 2. Direct Effect Hypothesis

Hypothesis	Original Sample	Sample Mean	STDEV	IO/STDEV	P Values
Job satisfaction – employee performance	0.318	0.324	0.066	4.793	0.000
Compensation – job satisfaction	0.589	0.592	0.081	7.273	0.000
Compensation – employee performance	0.152	0.162	0.101	1.496	0.138
Work environment-job satisfaction	0.022	0.022	0.078	0.286	0.775
Work environment–employee performance	0.431	0.415	0.103	4.176	0.000

The direct influence of Y1 on Y2 has a path coefficient of 0.318 (positive), so an increase in the value of the variable Y1 will be followed by an increase in the value of Y2. The influence of variable Y1 on Y2 has a P-Values (0.000) < (0.05), so H0 is rejected, meaning the influence of Job Satisfaction on Performance is significant. The direct influence of X2 on Y2 has a path coefficient of 0.589 (positive), so an increase in the value of the variable X2 will be followed by an increase in the value of Y2. The influence of variable. The direct influence of X2 on Y1 has a path coefficient of 0.152 (positive), so an increase in the value of the variable X2 will be followed by an increase in the value of Y1. The influence of variable. The direct influence of X1 on Y2 has a path coefficient of 0.022 (positive), so an increase in the value of the variable X1 will be followed by an increase in the value of Y2. The influence of variable. The direct influence of X1 on Y1 has a path coefficient of 0.431 (positive), so an increase in the value of the variable X1 will be followed by an increase in the value of Y1. The influence of variable.

Next, test the indirect influence hypothesis. Indirect hypothesis testing aims to prove hypotheses about the influence of a variable on other variables indirectly (through intermediaries).

Table 3. Indirect Effect Hypothesis

Hypothesis	Original Sample	Sample Mean	STDEV	IO/ STDEV	P Values
Work environment – job satisfaction - employee performance	0.007	0.008	0.029	0.244	0.808
Compensation-job satisfaction-employee performance	0.187	0.191	0.046	4.045	0.000

Result on Table 3, it can be obtained that P Value 0.000 <0.05. This means that there is an indirect influence between compensation and employee performance. Which can also be interpreted as saying that the intervening variable (job satisfaction) plays a role in mediating the relationship between compensation and employee performance. P Value 0.808 > 0.05. This means that there is no indirect influence between the work environment and employee performance. Which can also be interpreted as meaning that the intervening variable (job satisfaction) does not play a role in mediating the relationship between the work environment and employee performance.

DISCUSSION

The results of this research found that the work environment has an influence on the performance of UD Langgeng 99 employees. This is because everything around the work environment is basically aimed at providing a sense of security so that it can increase work morale and increase job satisfaction, which can ultimately improve employee performance. Employees will feel safe in carrying out their work if all needs have been met, a friendly environment that does not bring each other down and superiors understand the employee's condition because employees feel that needs related to the work environment, both physical and non-physical, have been met properly. On the other hand, if these conditions are not met, then the employee will feel anxious in carrying out work which will have an impact on reducing employee performance. This is in line with research conducted by Siagian (2018) and research by Jopanda (2021) which states that the work environment has a direct and significant effect on employee performance.

The results of this research found that compensation does not have a significant effect on the performance of UD Langgeng 99 employees. This is because employees consider that compensation from the company is not important, they are more concerned with getting a job first and gaining experience from the work that the employees are currently doing. This is also because currently, job vacancies are not directly proportional to existing human resources. Therefore, there is intense competition to get a job. So, this causes them to receive work with whatever compensation so that they are not unemployed and can gain experience that can be used to compete in the future. This research is in line with the results of research conducted by Riananda et al. (2022) which found that compensation has no effect on employee performance. This research also contradicts the results of research conducted by Talashina & Ngatno (2016); Pamungkas (2017), and Siagian (2018) which stated that compensation has a significant effect on employee performance.

The results of this research state that the work environment has no effect on employee performance which is mediated by employee job satisfaction. This shows that in improving employee performance according to expectations, the company should prioritize a better work environment according to employee expectations without having to be mediated by employee job satisfaction. This research is in line with research conducted by Idris et al. (2020) which found that job satisfaction cannot mediate the work environment on employee performance. The results of this study state that compensation has a significant effect on employee performance which is mediated by employee job satisfaction. This shows that adequate compensation will influence employee job satisfaction. As employee job satisfaction increases, it is directly proportional to the increase in employee performance. This research is in line with the results conducted by

Hidayah et al. (2016); Govinda & Mujiati (2022) which stated that compensation influences employee performance through the mediation of job satisfaction.

This research found that employee job satisfaction influences the work performance of UD Langgeng 99 employees. This is because job satisfaction is a person's emotional response to work situations and conditions. Emotional responses can be in the form of feelings of satisfaction or dissatisfaction with their work if it is a feeling of satisfaction then employee job satisfaction is achieved and if it is a feeling of dissatisfaction then the employee feels dissatisfied. This is evident in employees' attitudes towards work and everything they encounter in their work environment (Handoko 2016). When employees' feelings of satisfaction are met, such as pleasant colleagues, and a work environment that meets expectations, this will have an impact on employee performance that is getting better. This is in line with research conducted by Siagian & Khair (2018); Hidayah et al. (2016), and Govinda & Mujiati (2022) who found that job satisfaction affects increasing employee performance.

CONCLUSION

The purpose of this research is to find out how the work environment and compensation influence the performance of UD Langgeng 99 employees with job satisfaction as an intervening variable. From the results of the research conducted, it was found that the work environment has a direct influence on employee performance, whereas through the mediation variable job satisfaction does not influence employee performance. Apart from that, compensation does not affect the performance of UD Langgeng 99 employees, but through mediation, job satisfaction can influence employee performance. And job satisfaction influences employee performance. The advice for companies is to always pay attention to things that influence employee performance so that the company can achieve the expected goals. It is hoped that all parties will pay attention to the work environment, both physical and non-physical so that employees feel comfortable and safe at work and that employee performance is comparable to the company's expectations.

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