The Effect of Compensation and Work Environment Mediated by Job Satisfaction on Employee Performance in Automotive Companies in Batam

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Abstract

The performance of employees can be influenced by various factors, including compensation and the work environment. When employee compensation and the working environment are favorable, it can lead to an improvement in employee performance. This study seeks to examine the impact of compensation and the work environment on employee performance within automotive companies in Batam City, with job satisfaction as a mediating factor. The research methodology employs Structural Equation Modeling (SEM) analysis using SmartPLS. The study encompasses 401 employee respondents from automotive companies in Batam City. The findings reveal that both compensation and the work environment significantly and positively affect job satisfaction. Furthermore, job satisfaction significantly influences employee performance, and the combined impact of compensation and the work environment on employee performance is significantly positive, mediated by job satisfaction.

Keywords: Compensation; Employee Performance; Job Satisfaction; Work Environment.

Introduction

The success of an organization is significantly reliant on its human resources, who play a pivotal role in ensuring the successful execution of the company's activities. The sustainability of an organization indirectly necessitates the acquisition, cultivation, and retention of high-quality human resources, influenced by the evolving organizational climate. The attainment of organizational goals serves as a critical parameter for evaluating its success, underscoring the importance of devising and implementing a suitable strategy. The role of employees is of paramount significance, as companies endeavor to enhance employee performance to achieve developmental objectives and anticipate the realization of their planned vision and mission. Numerous factors, including salary, work environment, organizational culture, leadership, and perceived motivation, can influence an individual's performance (Siagian, 2001). The workplace environment, encompassing the physical setting, work procedures, company policies, rules, and culture, significantly impacts employee performance, with a healthy workplace fostering physical and mental well-being. Employees, as individuals, are influenced by the conditions within their workplace and must navigate these conditions to fulfill their roles. Compensation also plays a pivotal role in influencing employee performance, serving as a form of motivation deliberately provided to workers to enhance their enthusiasm and productivity (Gorda, 2011). Additionally, compensation can be viewed as a form of reward or retribution for employees' efforts, serving as a mechanism to enhance their performance (Hartono et al., 2017).Often, compensation is given to attractive employees who are capable and good for the company. This also encourages employees to work well, retains employees who have abilities or knowledge that are above average who will stay with the company, ensures that there is no fraud, controls expenses that will be incurred, enforces applicable regulations, simplifies administrative work, and increase an employee's performance for the better. Hasibuan (2007) also said that good policy is good. The size, arrangement, or timing of pay can make employees passionate about their work and want to do their best to help the company achieve its goals. Employees can be

motivated to work harder and be more productive at work by using compensation or compensation as a way for employees to achieve their particular desires. The most important solution that can be done is to offer compensation. Employee morale cannot be affected by too little compensation. Employees are more likely to work erratically and without high levels of motivation if they do not receive compensation commensurate with the sacrifices they make at work. To improve employee performance, compensation must be increased considering the decline in employee productivity and morale.

Hasibuan (2007) also says that a person's attitude, emotional enjoyment, and enthusiasm for their work contribute to job satisfaction. Employee job satisfaction must be increased as much as possible to increase enthusiasm at work, dedication, love and discipline. This attitude is reflected in performance, discipline and enthusiasm at work. Job satisfaction is influenced by the tasks carried out, their life when they are not working, and the combination of work and life outside of work. One way to be happy at work is to be praised for your work, given work positions, fair treatment, work tools, and a pleasant work environment. Representatives who like to reward Job fulfillment in the job will focus more on compensation work despite the fact that the compensation is significant (Hasibuan, 2007). Whereas, according Robbins dan Judge (2009), Job satisfaction can be defined as a good attitude towards a task carried out by an employee which is obtained based on evaluation of the work that has been completed. The conclusion that can be drawn from this is that employee satisfaction at work has an influence on the organization in the future. Employee performance, according Robbins & Timothy (2009) is the sum of all outcomes. Organizational work-related activities may include training time, or they may carry out job responsibilities as effectively and efficiently as possible. Which performance is undoubtedly the result of such activities. What managers should know about factors that contribute to high employee performance. Good performance may be needed in order to be able to carry out their responsibilities and carry out their functions as effectively as possible, thereby producing good work output. As a result, companies or agencies gain huge profits from employee performance when compensation is offered. As top managers, leadership must evaluate and plan for the future based on the work of the organization. In prepared controls, various types of information are used to promise that an assigned job has been completed well, correctly, effectively, and efficiently. In carrying out their work every day, managers should employ other members of the operational organization, in this case employees whose performance must be evaluated.

In an automotive company located in Batam City, researchers are interested in conducting research because they want to find information about the influence provided by the work environment and how the compensation or compensation given can influence the performance of employees in automotive companies. This business places a high value on the performance of its employees. Given the company's strong emphasis on employee performance, it is imperative to scrutinize factors that have the potential to influence the workforce, with particular focus on compensation and the work environment. The researchers are driven to explore this issue, as evidenced by the problem's contextualization in the study titled "The Influence of Compensation and Work Environment Mediated by Job Satisfaction on Employee Performance in Automotive Companies in Batam."

Research Method

This study employs compensation and work environment as independent variables, with employee performance as the dependent variable and job satisfaction as the intervening variable. These variables are posited to have a causal relationship, rendering this research a form of comparative causal study. The population under investigation comprises all employees within automotive companies in Batam City. According to Sugiyono (2010), the population's size and characteristics inform the sampling process. A representative sample is selected from the population to facilitate the study, as it is impractical to examine every member of the population. The sampling method employed in this study is Simple Random Sampling, with approximately 400 respondents randomly selected from various companies through questionnaire distribution, without consideration of existing population strata.

The data analysis was conducted using the Partial Least Square (PLS) method through SmartPLS software. PLS is a robust approach for solving structural equation models (SEM) and is particularly adept at handling path analysis with latent variables. Given its capacity to integrate theory and data in social science research and its flexibility, SEM is frequently utilized by researchers in this field. The PLS method is advantageous due to its lack of stringent assumptions and its effectiveness in analyzing small sample sizes (Ghozali, 2012). Additionally, it does not necessitate the regular distribution of data in a multivariate manner, allowing for the use of variables with different measurement scales.
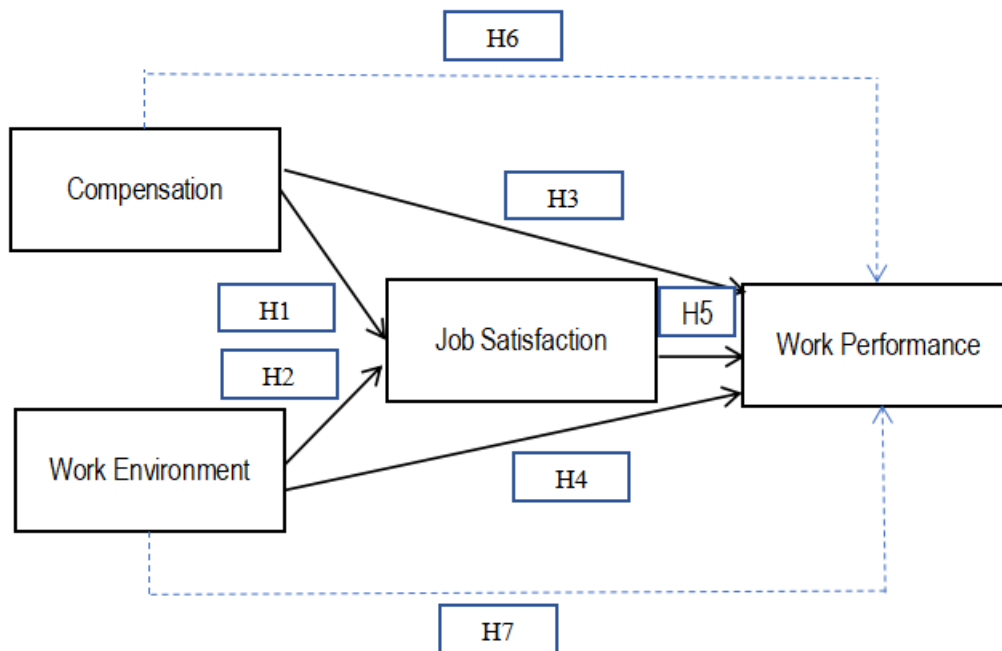
Figure 1. Research Framework

Based on the research model presented above, the hypothesis development that will be developed by the researcher is as follows:

H1: Providing compensation has a significantly positive impact on job satisfaction of automotive company employees in Batam City.

H2: The work environment has a significantly positive impact on job satisfaction of automotive company employees in Batam City.

H3: Providing compensation has a significantly positive impact on the work performance of automotive company employees in Batam City.

H4: The work environment has a significantly positive impact on the work performance of automotive company employees in Batam City.

H5: Employee job satisfaction has a significantly positive impact on the performance of automotive company employees in Batam City.

H6: Providing compensation has a significantly positive impact on employee performance through job satisfaction of automotive company employees in Batam City.

H7: The work environment has a significantly positive impact on employee performance through job satisfaction of automotive company employees in Batam City.

Result

Test Outer Model

As can be seen below, tables 1 and 2 contain the results of the validity test by looking at the results of the outer loadings and average variance extracted (AVE) numbers. The outer loading value must be greater than 0.6 according to the Rule of Thumb criteria for convergent validity; However, for the research stage, the initial outer loading value of 0.5-0.6 is still acceptable by Chin W (1998). As can be seen below, tables 1 and 2 contain the results of the validity test by looking at the results of the outer loadings and average variance extracted (AVE) numbers. The outer loading value must be greater than 0.6 according to the Rule of Thumb criteria for convergent validity; However, for the research stage, the initial outer loading value of 0.5-0.6 is still acceptable by Chin W (1998).

Table 1. Convergent Validity Test Results (Outer Loadings)

	Job satisfaction	Employee performance	Compensation	Work environment
K3			0.676	
K4			0.711	
K5			0.753	
K6			0.716	
K7			0.715	
K8			0.712	
KK1		0.795		
KK10		0.758		
KK2		0.742		
KK3		0.702		
KK4		0.722		
KK5		0.673		
KK7		0.668		
KK8		0.731		
KK9		0.705		
KP1	0.794			
KP2	0.725			
KP3	0.681			
KP4	0.698			
KP5	0.720			
KP6	0.725			
LK10				0.728
LK6				0.636
LK7				0.723
LK8				0.719
LK9				0.765

Sumber: Data primer yang diolah (2023)

Based on the results of the table above, all questions on the variables of job satisfaction, work environment, compensation and employee performance have outer loading values above 0.6. Which means that all variables are declared valid, because they have passed Chin W's (1998) outer loading validity requirements. Next, below there is table 2 which shows the validity test based on AVE.

Table 2. Validity Test Results (AVE)

	Cronbach's Alpha	Rho A	Cimposite Realibility	AVE
Job satisfaction	0.819	0.822	0.869	0.525
Employee Performance	0.885	0.887	0.908	0.522
Compensation	0.808	0.809	0.862	0.510
Work Environment	0.760	0.762	0.839	0.512

Source: Processed primary data (2023)

Based on the results of the table above, all variables have values above 0.5, which means that it can be interpreted that the five variables are declared valid Chin W (1998). The discriminant validity results are presented in Table 2 below. Discriminant validity is a test related to the rule that indicators of different constructs should not have a high correlation. Cross Loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT Ratio) are three criteria that can be used to determine discriminant validity. If one of these criteria is met, then the data passes the discriminant test.

Table 3. Discriminant Test Results (Cross Loadings)

	Job satisfaction	Employee performance	Compensation	Work environment
K3	0.261	0.284	0.676	0.204
K4	0.261	0.272	0.711	0.260
K5	0.281	0.276	0.753	0.303
K6	0.221	0.216	0.716	0.241
K7	0.254	0.283	0.715	0.195
K8	0.227	0.287	0.712	0.191
KK1	0.604	0.795	0.318	0.554
KK10	0.600	0.758	0.304	0.544
KK2	0.564	0.742	0.295	0.513
KK3	0.552	0.702	0.328	0.513
KK4	0.567	0.722	0.246	0.483
KK5	0.564	0.673	0.268	0.415
KK7	0.514	0.668	0.205	0.465
KK8	0.553	0.731	0.267	0.451
KK9	0.524	0.705	0.227	0.442
KP1	0.794	0.618	0.294	0.553
KP2	0.725	0.586	0.283	0.470
KP3	0.681	0.565	0.257	0.484
KP4	0.698	0.503	0.237	0.431
KP5	0.720	0.484	0.228	0.439
KP6	0.725	0.601	0.230	0.447
LK10	0.507	0.499	0.245	0.728
LK6	0.437	0.477	0.148	0.636
LK7	0.494	0.492	0.208	0.723
LK8	0.424	0.457	0.242	0.719
LK9	0.464	0.488	0.319	0.765

Source: Processed primary data (2023)

The correlation between each indicator is shown by the cross loading value. Indicators must converge on each variable, with a minimum value of 0.7 Ghozali (2021). Based on the results of the table above, there are several indicators that have a correlation value above 0.6, but all indicators are correlated or converge on each variable. Measurement models are also used to test the reliability of a construct, not just test validity. The purpose of the reliability test is to show the accuracy and consistency of the instrument in measuring the construct. In PLS-SEM, reliability is carried out using Cronbach's Alpha and Composite Reliability (Dillon – Goldstein's). (Chin W, 1998) Cronbach's Alpha and Composite Reability values for each construct must be greater than 0.6 for this test.

Table 4. Reliability Test Results (Cronbach's Alpha and Composite Reability)

	Cronbach's Alpha	Composite Reliability
Job satisfaction	0.819	0.869
Employee Performance	0.885	0.908
Compensation	0.808	0.362
Work Environment	0.760	0.839

Source: Processed primary data (2023)

Based on the results of the table above, the Cronbach's Alpha and Composite Reliability values are both above 0.6, which can be concluded as reliable construct data.

Test the Inner Model
1. Independent test results of direct mediation
   Based on table 5 below, the results of the direct relationship test (path coefficients), which contain the results of testing the independent variables, namely compensation and work environment, on the mediating variable,

namely job satisfaction. Based on the table below, it can be seen that compensation and work environment have a significantly positive direct influence on the mediating variable, namely job satisfaction. This can be proven by a P value of 0.000 or less than 0.05.

Table 5. Independent Direct Effect Test Results on Mediation (Direct Effects)

X->M	T statistics (O/STDEV)	P Values	Information
Compensation-> Job satisfaction	3.289	0.001	H1 : positive significant
Work Environment-> Job satisfaction	10.699	0.000	H2 : positive significant

Source: Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

2. Results of direct mediation tests on dependents

Based on table 6 below, the results of the direct relationship test (path coefficients), which contain the results of testing the independent variables, namely compensation and work environment, on the dependent variable, namely employee performance. Based on the table below, it can be seen that compensation and work environment have a significantly positive direct influence on the dependent variable, namely employee performance. This can be proven by a P value of 0.000 or less than 0.05.

Table 6. Test Results of Independent Direct Effects on Dependents (Direct Effects)

M->Y	T statistics (O/STDEV)	P Values	Information
Kepuasan-> Employee Performance	10.640	0.000	H3: Positive Significant

Source: Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

3. Independent test results against dependent directly

Based on table 7 below, the results of the indirect effect test, which contains the results of the significance test between independent variables, namely compensation and work environment, on the dependent variable, namely employee performance through the mediation of job satisfaction. Based on the table below, it can be seen that compensation and work environment have a significantly positive influence on the dependent variable employee performance through the mediating variable job satisfaction as evidenced by a P value of 0.000 or less than 0.05.

Table 7. Test Results of Indirect Effects of Independents on Dependents Through Mediation (Indirect Effects)

X->M->Y	T statistics (O/STDEV)	P Values	Information
Compensation-> Job satisfaction-> Employee Performance	2.902	0.004	H6: Positive Significant
Work Environment-> Job satisfaction-> Employee Performance	6.679	0.000	H7: Positive Significant

Source: Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

Hypothesis 1

The T-statistic data result is above 1.96 and the P value is below 0.05, therefore the compensation variable has a significant positive effect on employee satisfaction. Because according to respondents, good and correct compensation can increase job satisfaction, such as feeling satisfied when working harder with compensation that is equivalent to the work that has been done. Therefore, respondents consider compensation to be significantly related to job satisfaction.

Hypothesis 2

The T-statistic data result is above 1.96 and the P value is below 0.05, therefore the work environment variable has a significant positive effect on job satisfaction. Because according to respondents, a good and comfortable work environment such as adequate workplace facilities and also security in the work environment can facilitate and increase job satisfaction. Therefore, respondents consider the work environment to be significantly related to job satisfaction. (S & Hariyanto, 2021) when the company provides a legitimate work environment by focusing on

everything so that workers who are completing their obligations can feel comfortable while working, not only that with various impacts on a decent workplace, especially employees working more. Enthusiastic about achieving organizational targets so that there is a great reaction or reaction from workers and the organization.

Hypothesis 3
The T-statistic data result is above 1.96 and the P value is below 0.05, therefore the compensation variable has a significant positive effect on employee performance. Because according to respondents, by providing compensation in various ways, such as direct and indirect compensation, the quality of employee performance can increase. According to S & Hariyanto (2021), the existence of a workforce who wants to realize company goals is one of the reasons for improving employee performance. This is necessary to encourage someone's work enthusiasm so that they can work even harder by bringing out all their abilities and skills. Providing compensation is also one of the reasons for improving employee performance.

Hypothesis 4
The T-statistic data result is above 1.96 and the P value is below 0.05, therefore work environment variables have a significant positive effect on employee performance. Because according to respondents, a good work environment can improve employee performance, a leader who truly leads and directs his subordinates can improve performance. (S & Hariyanto, 2021) when the company provides a legitimate work environment by focusing on everything so that workers who are completing their obligations can feel comfortable while working, not only that with various impacts on a decent workplace, especially employees working more. Enthusiastic about achieving organizational targets so that there is a great reaction or reaction from workers and the organization.

Hypothesis 5
The T-statistic data result value is above 1.96 and the P value result is below 0.05, therefore the job satisfaction variable has a significant positive effect on employee performance. Because according to respondents, a good working environment within the company, such as a positive workplace, can increase comfort while working, these things can increase employee performance levels. (S & Hariyanto, 2021) employees are able to generate work performance, which allows them to give their best efforts in taking advantage of the opportunities provided by the company, which is one of the reasons that the work environment plays a role in improving employee performance.

Hypothesis 6
The T-statistic data result value is above 1.96 and the P value result is below 0.05, therefore the compensation variable has a significant positive effect on employee performance which is mediated by job satisfaction. Because according to respondents, by providing compensation both directly and indirectly, of course employees will be able to do their tasks better and feel satisfied with the work they do. (S & Hariyanto, 2021) In a business, of course, it is necessary to provide adequate compensation in order to increase employee job satisfaction with their work.

Hypothesis 7
The T-statistic data result value is above 1.96 and the P value result is below 0.05, therefore work environment variables have a significant positive effect on employee performance which is mediated by job satisfaction. Because according to respondents, with a good, comfortable and safe working environment, of course employees will be able to do their tasks better and feel satisfied with the work they do. (S & Hariyanto, 2021) In a business, of course it is necessary to maintain a comfortable work environment in order to increase employee job satisfaction with their work.

4. R square test results

Abdullah et al. (2015) R-square of endogenous variables to predict structural models to start evaluating structural models. According to (Chin W, 1998) a model above 0.67 means strong, a model above 0.33 means moderate, and a model below 0.19 means weak. The result of the R square value for the employee performance variable in table 8 is 0.647, which means that the compensation, work environment and job satisfaction variables can explain 64.7% of the employee performance variable, and the remaining 35.3% is explained by variables that are not in this research model. In accordance with calculations according to (Chin W, 1998) a model above 0.33 means moderate. The result of the R square value for the job satisfaction variable is 0.437, which means that the compensation and work environment variables can explain the job satisfaction variable by 43.7%, and the

remaining 56.3% is explained by variables that are not in this research model, the model above is above 0.33 which means moderate.

Table 8. R Square Test Results

	R Square	Information
Job satisfaction	0.437	43.7% (moderate)
Employee performance	0.647	64.7% (moderate)

Source: Processed primary data (2023)

5. Standardized Root Mean Square Residual (SRMR) test results

SRMR can be considered as a measure for the suitability of the correlation matrix in the model. Based on the rule of thumb, according to (Hu & Bentler, 1998) the SRMR value is less than 0.1, or a smaller value, indicating that the model results are consistent with the data. Based on table 9, the results of the SRMR output values are appropriate.

Table 9. Standardized Root Mean Square Residual (SRMR) Test Results

Model	Original Sample (O)	Information
Saturaded Model	0.068	6.8% (fit)
Estimate Model	0.068	6.8% (fit)

Source: Processed primary data (2023)

6. GoF (Goodness of Fit) Index test results

Ghozali (2015) Gof was used to evaluate structural and measurement models, and also provided direct measurements for 87 models that were all predictive. According to (Ghozali, 2015) Gof above 0.10 means weak, moderate Gof above 0.25 means moderate, and Gof above 0.36 means strong. The method for calculating the GoF Index is as follows:

$$Gof = \sqrt{Comm \times R^2}$$

Information:
Gof = Goodness of Fit Criteria to measure the accuracy of a model
Comm = Average communalities (Average Variance Extracted / AVE)
R^2 = Average of R squared

Based on the information above, the results are:

$$Comm = \frac{0.525 + 0.522 + 0.510 + 0.512}{4} = 0.517$$

$$R^2 = \frac{0.437 + 0.647}{2} = 0.542$$

So,

$$GoF = \sqrt{0.517 x 0.542} = 0.529$$

According to the results above, the resulting model criteria are included in the "Moderate" category.

Discussion

Upon analysis, it was revealed that providing compensation had a significant positive effect on job satisfaction, indicating that adequate compensation can elevate employee job satisfaction. These findings align with prior research by Khair (2019), which similarly demonstrated the substantial positive influence of compensation on job satisfaction. Furthermore, the study's results indicated that the work environment significantly impacts job satisfaction, underscoring the pivotal role of the work environment in fostering and enhancing employee job satisfaction. This outcome is consistent with the findings of Yuliantini & Santoso (2020), who established the work environment as a determinant of job satisfaction. Additionally, the research unveiled that both compensation and the work environment exerted significant positive effects on employee performance. This suggests that providing optimal compensation is instrumental in facilitating optimal employee performance, a result corroborated by the work of Sinaga & Hidayat (2020). Similarly, the study found that a conducive and satisfying work environment substantially influences an employee's perspective and behavior while working, aligning with the conclusions drawn by Ahmad et al. (2019) regarding the positive impact of the work environment on employee performance. Moreover, the investigation demonstrated that job satisfaction significantly enhances employee performance, indicating a

direct positive relationship between employee satisfaction and performance. This finding is in line with the research conducted by Rosmaini & Tanjung (2019) and Sembiring et al. (2021), both of whom identified job satisfaction as a significant determinant of employee performance. Lastly, the study revealed that job satisfaction mediates the effects of both compensation and the work environment on employee performance, suggesting that employees who receive adequate compensation are likely to experience heightened job satisfaction and improved performance. Similarly, employees operating in a comfortable work environment are expected to exhibit increased job satisfaction and performance, as indicated by the results of the seventh hypothesis test.

Conclusion

Based on the results and discussion, it can be concluded that compensation and the work environment have a significant positive effect on employee job satisfaction and employee performance. Job satisfaction has a significantly positive effect on employee performance. Job satisfaction in mediating the influence of compensation and work environment has a significant positive effect on employee performance. The limitation of this research is that it was only conducted in Batam, so the respondent data does not reflect all employee performance. Therefore, it is recommended that future researchers increase the population and add variables that have not been studied in this study.

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