

The Role of Job Satisfaction in Mediating Factors Affecting Employee Performance

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ABSTRACT

This study will look at and write about these things: how the work environment and pay affect job satisfaction; how the work environment and pay affect employee performance; and how job satisfaction affects employee performance. People who work for the Department of Manpower and Transmigration in the province of Central Java are part of the sample in this study. In this method, descriptive analysis is used with instruments that are tested for validity, reliability, and hypotheses that are tested.

There is a link between job satisfaction and the way people work. This study shows that this is true. People who get paid are happier at work. Because of the way people work, their performance can be affected by the way they work. Compensation has an effect on how well employees work. Employees who are happy at work do a better job. Satisfaction acts as a buffer between the work environment and how well employees do their jobs. Satisfaction acts as a buffer between the effects of pay and the performance of employees.

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

INTRODUCTION

The quality of human resources in the current era of globalization plays an important role in achieving goals in an organization. The existence of human resources in the organization if managed properly can support the achievement of organizational goals (Abdullah, 2017). The success of an organization in achieving its goals is not only determined by the performance of employees in the company or organization.

Performance is the achievement of work results in accordance with the rules and standards that apply to each organization. The performance of good employee performance will be directly proportional to the maximum results in the development of the agency. On the other hand, poor performance will also have a bad impact on the agency. Performance can also be influenced by satisfaction, which in research conducted by Dewi et al., (2021) obtained the results that job satisfaction has a positive and significant effect on performance.

Apart from satisfaction, Yuliawan & Nurrohman (2021) explained in the results of his research that work environment variables have a significant effect on employee performance, this result is contrary to the result of (Prasetyo & Triastity, 2017) where is the work environment has no significant effect on employee performance, a better work environment will not have a significant impact on improving employee performance.

The environment is everything outside the organization which consists of several variables that can affect organizational activities (Sahlan

et al., 2015).

Another factor that affects performance is compensation (Bratama & Erianjoni, 2020) while based on the results of Nurmawati et al., (2017) compensation has a negative effect on employee performance. This means that although compensation is important, in this study high compensation does not contribute to improving employee performance.

Based on preliminary observations made by researchers on the performance of employees at the Department of Manpower and Transmigration of Central Java Province, information was obtained that the compensation given to employees was still not optimal. This is also supported by a work environment that is still not in line with employee expectations. With this, it will affect employee job satisfaction in carrying out their responsibilities at the Department of Manpower and Transmigration of Central Java Province.

The phenomenon of the problem will of course also have an influence on the results of employee performance in providing services. In addition, there are several gaps from the results of previous studies, relating to the environment and compensation for performance mediated by satisfaction

The purpose of this study was to analyze and describe the effect of work environment and compensation on job satisfaction. To analyze and describe the effect of the work environment and compensation on employee performance. To analyze and describe the effect of job satisfaction on employee

performance.

METHODS

Performance

Performance by Mangkunegara is explained as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Suhardi, 2019).

Performance is a certain period and measure by a person or group of activities carried out and produced in a product or service (Octafian & Nugraheni, 2020)

Satisfaction

Handoko in Sahlan et al., (2015) states that job satisfaction reflects a person's feelings towards his job. This job satisfaction can be seen in the positive attitude of employees towards work and everything they face in their work environment. Robbins et al. (Alif, 2015) defines job satisfaction briefly, namely the general attitude of individuals towards

their work.

Work environment

The work environment is an environment where employees can carry out their daily duties with all the work facilities and infrastructure needed to carry out these tasks, Ratnasari et al., (2020)

Compensation

Definition of compensation according to Sebastian & Andani, (2020) is everything that is received by employees as a reward for the efforts that have been given to the company. According to Nurcahyani & Adnyani (2016) compensation includes direct cash payments, indirect payments in the form of employee benefits and incentives to motivate employees to work hard to achieve higher productivity.

Research design

The model in this study is graphical and mathematical, which is explained as follows:

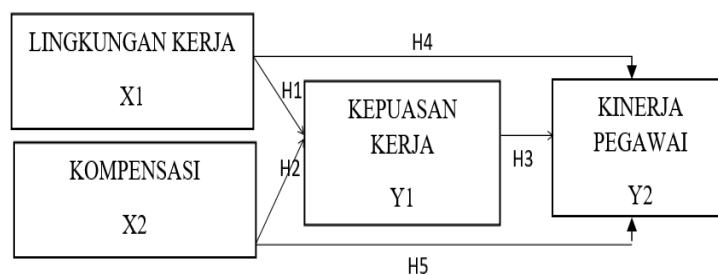


Figure 1. Research Model Paradigm

Research Hypothesis

The formulation of the proposed hypothesis is as follows:

- H1: Work environment has a positive effect on satisfaction
- H2: Compensation has a positive effect on satisfaction
- H3: Work environment has a positive effect on performance
- H4: Compensation has a positive effect on performance

H5: Satisfaction has a positive effect on performance

Research site and participants

The population in this study were all employees of the Department of Manpower and Transmigration Prov. Central Java with the sampling technique is using the census technique, this technique will take the entire population to be used as respondents (Alif, 2015).

The sample of this research is all employees of the Department of Manpower and Transmigration Prov. Central Java, totaling 124 people.

Data analysis technique

In analyzing the data used instrument test, regression, coefficient of determination and hypothesis testing which will be assisted by the SPSS 25 program.

RESULT

Findings

Based on the results of the validity test, the following results were obtained:

- a. Based on the results of the validity test, the work environment variable has a KMO value (0.804) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- b. Based on the results of the validity test, the compensation variable has a KMO value (0.847) > 0.50 and a

factor loading value > 0.40, thus the instrument is valid.

- c. Based on the results of the validity test, the satisfaction variable has a KMO value (0.847) > 0.50 and a factor loading value > 0.40, thus the instrument is valid.
- d. Based on the results of the validity test on the performance variable, the KMO value (0.820) > 0.50 and the factor loading value > 0.40, thus the instrument is valid.

From the results of reliability testing for each variable declared reliable because it has an alpha value greater than 0.70

Multiple Linear Regression Analysis

This regression test is intended to determine the change in the dependent variable if the independent variable changes. The test results are as follows:

Table 7. Test Results of Models 1 and 2

Regression Model	Model Test			t test		Information
	Adj R Square	F Count	Sig.	□	Sig	
Model I: Y1 = a + 0.280x1 + 0.222x2 + e1	0.247	21.190	0.000			
Work environment has a positive effect on satisfaction				0.280	0.007	H1 is accepted, positive
Compensation has a positive effect on satisfaction				0.222	0.000	H2 is accepted, positive
Model II : Y2 = a + 0.515x1 + 0.177x2 + 0.370Y1 + e2	0.713	102,983	0.000			
The work environment has a positive effect on performance				0.515	0.000	H3 accepted, positive
Compensation has a positive effect on performance				0.177	0.000	H4 accepted, positive
Satisfaction has a positive effect on performance				0.370	0.000	H5 received positive

Source: data processed in 2022

This analysis is used to find the regression equation or the effect

betweenwork environment(X1), compensation(X2), satisfaction(Y1) and performance(Y2).

Based on the results of multiple linear regression analysis for the first model, the following regression equation is obtained:

$$Y1 = a + 0.280x1 + 0.222x2 + e1$$

From these equations it can be explained that:

- a. The regression coefficient of the work environment variable (X1) is 0.280 (positive value), this means that the work environment variable has a positive influence on satisfaction. The more appropriate the work environment with real conditions, the more employee satisfaction will increase.
- b. The regression coefficient for compensation variable (X2) is 0.222 (positive value), this means that compensation has a positive effect on satisfaction. The more attention paid to compensation, the better the level of employee satisfaction will be.

For the second model, the following equation is obtained:

$$Y2 = a + 0.515x1 + 0.177x2 + 0.370Y1 + e2$$

From the above equation, it can be explained that:

- a. The regression coefficient of the work environment variable (X1) is 0.515 (positive value), this means that the work environment variable has a positive influence on performance. The more appropriate the work environment with real conditions, the more employee satisfaction will increase, so this will also have an impact on performance.
- b. The regression coefficient of the compensation variable (X2) is 0.177 (positive value), this means that the compensation variable has a positive influence on

performance. The more attention paid to compensation, the more influential it is on performance.

- c. The regression coefficient of the satisfaction variable (Y1) is 0.370 (positive value), this means that the satisfaction variable has a positive influence on performance. The higher the value of perceived satisfaction, the more influential it is on performance

DISCUSSION

Effect of Work Environment (X1) on Job Satisfaction (Y1)

Based on the results of the study, the work environment affects employee satisfaction Department of Man power and Transmigration of Central Java Province. The regression coefficient for the work environment variable was obtained with a significance value of $0.007 < 0.1$. This means that the first hypothesis is accepted, the work environment has a positive effect on employee satisfaction at the Department of Man power and Transmigration of Central Java Province.

These results are in accordance with research conducted by Pioh & Alum (2016) where the work environment has a positive and significant influence on employee satisfaction.

Effect of Compensation (X2) on Job Satisfaction (Y1)

Based on the results of the study, compensation has an effect on employee satisfaction at the Department of Man power and Transmigration of Central Java Province. The regression coefficient of the work environment variable with a statistical significance value of $0.000 < 0.1$ is obtained. This means

that the second hypothesis is accepted, compensation has a positive effect on employee satisfaction at the Department of Man power and Transmigration of Central Java Province.

These results are in accordance with research conducted by Main (2012) where compensation has a positive and significant effect on employee satisfaction.

Effect of Work Environment (X1) on Employee Performance (Y2)

Based on the results of the study, the work environment affects employee performance Department of Man power and Transmigration of Central Java Province. The regression coefficient of the work environment variable with a statistical significance value of $0.000 < 0.1$ is obtained. This means that the third hypothesis is accepted, that the work environment has a positive effect on the performance of the employees of the Department of Manpower and Transmigration of Central Java Province.

These results are in accordance with research conducted by Nabawi (2019) where the work environment has a positive and significant influence on employee performance.

Effect of Compensation (X2) on Employee Performance (Y2)

Based on the results of the study, the work environment affects employee performance Department of Manpower and Transmigration of Central Java Province. The regression coefficient of the work environment variable with a statistical significance value of $0.000 < 0.1$ is obtained. This means that the fourth hypothesis is accepted, that compensation has a positive effect on the performance of

the employees of the Department of Manpower and Transmigration of Central Java Province.

These results are in accordance with research conducted by Main (2012) where compensation has a positive and significant effect on employee performance.

Effect of Job Satisfaction (Y1) on Employee Performance (Y2)

The research results provide the regression coefficient value of the employee satisfaction variable has a calculated significance value of $0.000 < 0.1$. This means that there is a positive influence of the satisfaction variable on the performance of employees at the Department of Manpower and Transmigration of Central Java Province.

These results strengthen the research of Prasetyo & Triastity (2017) which states that there is an influence between employee satisfaction and performance, and it is found that there is an indication that the higher the level of satisfaction felt by employees, this can improve the performance of the employees themselves. Then this research is also supported by the results of research from Dhanita & Susanti (2019) that is, there is a positive and significant influence between employee satisfaction on performance. This means that the higher the satisfaction, the employee's performance will increase

Job Satisfaction (Y1) Mediates Work Environment (X1) on Employee Performance (Y2)

After analyzing through the Sobel test to determine the effect of satisfaction in mediating the work environment on the performance of the Department of Manpower and

Transmigration of Central Java Province, the Z value (4.2221) is greater than 1.96, the p value (0.0000) < 0.1 so satisfaction mediates the effect of the work environment on performance.

This result is in accordance with the result of Full Moon (2017) which in this study shows that the work environment is able to improve performance with the support of job satisfaction

Job Satisfaction (Y1) Mediates Compensation (X2) on Employee Performance (Y2)

After analyzing through the Sobel test to determine the effect of satisfaction in mediating compensation on the performance of the Department of Manpower and Transmigration of Central Java Province, the Z value (4.4033) is greater than 1.96, the p value (0.0000) < 0.1 then satisfaction mediates the effect of compensation on performance. This means that the compensation formed does have a direct influence on employee performance, but the effect will be better if it is indirectly or using a mediating variable.

This result is in accordance with the result of Sajudinnoor (2014) that satisfaction mediates compensation on performance significantly.

CONCLUSIONS AND SUGGESTION

Conclusion

In accordance with the results of the discussion there are several things that can be concluded in accordance with the objectives of this study:

- a. There is a positive influence of work environment variables on job satisfaction.

- b. There is a positive effect of compensation variable on job satisfaction.
- c. There is a positive influence of work environment variables on employee performance.
- d. There is a positive effect of compensation variable on employee performance.
- e. There is a positive effect of the satisfaction variable on employee performance.
- f. Satisfaction mediates the effect of the work environment on employee performance.
- g. Satisfaction mediates the effect of compensation on employee performance.

Suggestion

Through the results of this study, researchers have several suggestions and inputs, namely:

- 1. In connection with the low value of one of the indicators on the work environment variable with the statement of work atmosphere noise, it is recommended that the Office of Manpower and Transmigration of Central Java Province conduct a re-evaluation of the work environment that triggers noise to be brought into order, because if this is allowed it will certainly be very disturbing for employees in carrying out their duties. work.
- 2. It is related to the low of one of the indicators on the compensation variable with the statement of salary adequacy in supporting daily needs. Based on the results, it is recommended that the Department of Manpower and Transmigration of Central Java Province begin to re-evaluate the distribution of salaries received by employees, so

that all employees get the same amount of salary according to the characteristics of the position.

3. In connection with the low value of one of the indicators on the satisfaction variable with a statement of satisfaction regarding the adequacy of the salary received, it is recommended that the Department of Manpower and Transmigration of Central Java Province start evaluating the amount of salary received by employees.

In connection with the low value of one of the indicators on the employee performance variable with a statement of skills in completing tasks well, it is recommended that the Department of Manpower and Transmigration of Central Java Province can motivate employees to have enthusiasm and motivation to hone skills in order to complete the job well.

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