Effect of Compensation and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Putra Sejahtera Mandiri Vulkanisir

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ABSTRACT

This study aims to determine the effect of compensation and work environment on employee performance with job satisfaction as an intervening variable at PT. Putra Sejahtera Mandiri Vulkanisir. This research was conducted at PT. Putra Sejahtera Mandiri Vulkanisir which lasted for six months, starting from January 2020 to June 2020 where from March to May there was a stop of research due to the covid-19 virus. This research uses the quantitative associative method with structural equation modeling (SEM) analysis tools with the Warppls 7.0 software. The sampling technique used is proportional stratified random sampling using the slovin formula. Respondents of this study were employees at PT. Putra Sejahtera Mandiri Vulkanisir as many as 98 people. The instrument used was a questionnaire to collect data on the variables of compensation, work environment, job satisfaction and employee performance. Descriptive analysis results for compensation, work environment, job satisfaction and employee performance at PT. Putra Sejahtera Mandiri Vulkanisir is in the good category. Based on SEM analysis, compensation and work environment have a positive and significant effect on employee performance through job satisfaction at PT. Putra Sejahtera Mandiri Vulkanisir. The contribution of the compensation, work environment and job satisfaction explains the employee performance variable of 0.783 or 78.3%. The remaining 0.217 or 21.7% is influenced by other independent variables not examined in this study.

INTRODUCTION

In general, every company founded aims to get the maximum profit or profit by using various human resources that are owned and by improving a quality or the quality of a product.

PT. Putra Sejahtera Mandiri Vulkanisir (formerly CV Persahabatan) is a retreading company with its head office in Medan and has a factory in Tanjung Morawa. The company's goal is to improve quality and value and benefit the community, and opened a sub-branch in Surabaya. Since its establishment in 1990, PT. Putra Sejahtera Mandiri Vulkanisir. has experience in the retreading sector and has entered into cooperation contracts with large industrial companies on the island of Sumatra and Java. As a company in the retreading sector, PT. Putra Sejahtera Mandiri Vulkanisir strives to continue to prioritize product quality, achievement and value through research and development aimed at creating the best quality for customers.

The development and growth of PT. Putra Sejahtera Mandiri Vulkanisir itself is certainly supported by the performance of its employees. Performance also means work performance, work implementation, work achievement or work results/for work/work performance. So from the

explanation above, the company's performance itself is reflected in the performance of Human Resources contained in the company. Therefore, the performance of human resources is a very important and determining factor for the progress of a company's business. The achievement of company goals is only possible because of the efforts of the actors involved in the company organization. In a company there is always a close relationship between individual performance and company performance. In other words, if the employee's performance is good, the company's performance is also good (Sedarmayanti, 2009).

Performance appraisal is a function of human resource management, so it should be carried out as well as possible. Without a performance appraisal, the management will find it difficult to determine, for example, how much salary or bonus, or other benefits are appropriate for employees (Ronny, 2020).

To measure the performance of employees at PT. Putra Sejahtera Mandiri Vulkanisir conducts a performance appraisal every year, where the assessment starts from January to December.

Table 1. Performance Assessment Results of PT. Putra Sejahtera Mandiri Vukanisir 2019

Value	Number of Employees (Person)	Percentage (%)
A (81 – 100)	15	11.54
B (71 – 80)	27	20.77
C (56 – 70)	55	42.31
D (45 – 55)	23	17.69
E (01 – 44)	10	7.69

Source: Data Obtained by Researchers, 2020

Based on the results of these assessments indicate that the performance of employees at PT. Putra Sejahtera Mandiri Vulkanisir is still not optimal.

One of the factors that are considered to affect employee performance is job satisfaction. Where employees who have high job satisfaction will tend to have high performance too (Martoyo, 2007). The factors that can affect job satisfaction are compensation, research conducted by Ni Made Nurcahyani, 2016 shows that compensation has a positive and significant effect on job satisfaction. Apart from compensation, the work environment is also one of the factors that can influence the level of job satisfaction (Sukadar, 2009).

LITERATURE REVIEW
Compensation

According to Hasibuan (2005), compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. The explanation of compensation in the form of money is that employees are paid an amount of money, while compensation in kind is compensation paid in kind to employees.

According to Milkovich and Newman (2008), compensation relates to all forms of financial remuneration and tangible services, as well as benefits received by employees as part of a work relationship.

Based on the opinions of the experts above, the researcher concludes that compensation is a fee that a company or organization provides to its employees for having performed an obligation by fulfilling all its duties.

According to Rivai (2011), there are two dimensions of compensation, namely:
1. Direct financial compensation, which consists of:
a. Salary
Salary is remuneration in the form of money received by an employee as a consequence of his position as an employee who contributes energy and thoughts in achieving company goals or it can also be said to be a fixed fee that a person receives from his membership in a company.
b. Bonus
A bonus is a lump sum payment given for meeting performance targets or money paid in return for the results of work that has been carried out if it exceeds the target. The bonus is also an additional compensation given to an employee whose value is above his normal salary. Bonuses can also be used

to reward the achievement of specific goals set by the company, or for dedication to the company.

c.Incentives

Incentives are direct rewards paid to employees because their performance exceeds specified standards. Incentives are another form of direct wages other than wages and salaries which are fixed compensation, commonly known as performance-based compensation. Incentives are variable rewards given to individuals in a group, which are known based on differences in achieving work results. It is designed to motivate employees to try to increase their work productivity.

2.Indirect compensation

Indirect compensation is additional compensation provided based on company policy to all employees in an effort to improve the welfare of employees. For example in the form of facilities, such as: insurance, benefits, pension, and others. With compensation the organization can obtain/create, maintain, and maintain productivity. Without adequate compensation existing employees tend to leave the organization, high levels of absenteeism or low discipline and other complaints that can arise.

Work Environment

According to Sedarmayanti (2011), the work environment is the entire tooling tool and materials faced by the surrounding environment where a person works, their work methods, and their work arrangements both as individuals and as groups.

According to Nitisemito (2009), the work environment is everything that is around the workers and which can affect him in carrying out the duties he is assigned or responsible for.

Based on this definition, it can be stated that the work environment is a place where employees carry out their duties and is a working condition of employees who live and work together and continue continuously and produce memorable actions in carrying out each task and job.

The dimensions of the work environment according to Sedarmayanti (2011) are divided into 2, namely:

1.Physical work environment, all physical conditions that exist around the workplace which can affect employees either directly or indirectly.

2.Non-physical work environment, all situations that occur related to work relationships.

Job Satisfaction

According to Suwarno and Priansa (2011:263), job satisfaction is the way an individual feels his job which results from the individual's attitude towards various aspects contained in the job. A similar understanding was also expressed by Wibowo (2011:501), job satisfaction is the degree of positive or negative feelings of a person regarding various aspects of job duties, workplaces and relationships with fellow workers. According to Martoyo (2007:141), job satisfaction is an employee's emotional state where there is or does not occur a meeting point between the value of remuneration for employees from the company/organization and the level of remuneration that is desired by the employee concerned.

Nelson and Quick (2006) revealed that job satisfaction is influenced by 4 specific dimensions of work, namely salary, promotion, supervision and co-workers.

1.Salary is the amount of wages received and the rate at which this can be considered as appropriate in comparison to others in the organization. Employees view salary as a reflection of how management views their contribution to the company.

2.Promotion is a factor related to the presence or absence of opportunities for career advancement during work. This opportunity has a different effect on job satisfaction.

3.Supervise is the superior's ability to provide technical assistance and behavioral support to subordinates who experience problems at work.

4.Coworkers are tungakat where clever and socially supportive co-workers are a factor related to the relationship between employees and their superiors and with other employees both of the same or different types of work.

Employee Performance

A person's performance is closely related to the work results concerning quality, quantity and timeliness. Performance also means a comparison of the work achieved by employees with predetermined standards (Ronny, 2020).

According to Ivancevich, Konopaske and Matteson (Busro, 2018) that performance shows the ability and skills of workers. Opinion emphasizes the competence of human resources possessed by the organization, starting from the cognitive, affective, and psychomotor abilities of employees.

According to Kaswan (2012), there are six criteria used as a basis for assessing performance, including:

1.Quality

How far/well is the process or result of carrying out an activity close to perfection, in terms of suitability with the ideal way of carrying out an activity or fulfilling the desired goals of an activity.

2.Quantity

The amount produced is expressed in terms of dollars/rupiah, the number of units, or the number of activity cycles that have been completed.

3.Timeliness

How far/well an activity is completed, or results produced, at the earliest desired time from the point of view of coordination with other outputs or maximizing the available time for other activities.

4.Cost Effectiveness

To what extent/well the organization's resources (eg human, monetary, technological, material) are maximized in terms of obtaining the highest gain or reduction in loss from individual units, or examples of resource use.

5.Need for Supervision

How far/well can an employee perform a job function without having to ask for supervisory assistance or requiring supervisory intervention to prevent adverse outcomes.

RESEARCH METHODS

This research was conducted at PT. Putra Sejahtera Mandiri Vulkanisir, which is located on Jalan Pelita III, No.11-11A. KIM Star Tanjung Morawa, North Sumatra. This type of research is associative research. According to Sugiyono (2014) the definition of an associative quantitative research method is research that aims to determine the effect or relationship between two or more variables.

In this study, the associative research method is used to determine the magnitude of the influence between one variable and another. The population in this study were all employees at PT. Putra Sejahtera Mandiri Vulkanisir in 2020, with 130 employees. The sample was taken based on probability sampling technique, namely proportionate random sampling using the Slovin formula in order to obtain a sample size of 98 employees.

Collecting data in this study by making a list of questions in the form of a questionnaire using a Likert scale with a scale of 1 (strongly disagree) and a scale of 5 (strongly agree) then after being filled in completely then return it to the researcher with exogenous latent variables (ξ_1/X1) are compensation, exogenous latent variable (ξ_2/X2) is work environment, endogenous latent variable (η_1/Z) is job satisfaction and endogenous latent variable (η_2/Y) is employee performance. The model of this research is as follows:

The data analysis tool uses structural equation modeling (SEM) with the WarpPls 7.0 application program, where before the data is processed, a questionnaire is given to 30 employees of PT. Putra Sejahtera Mandiri Vulkanisir before hand outside the respondents who have been determined to be tested the validity and reliability of the research questionnaire. If the questionnaire

is valid and reliable, an evaluation of the model will be carried out by evaluating the outer model and evaluating the inner model followed by hypothesis testing.
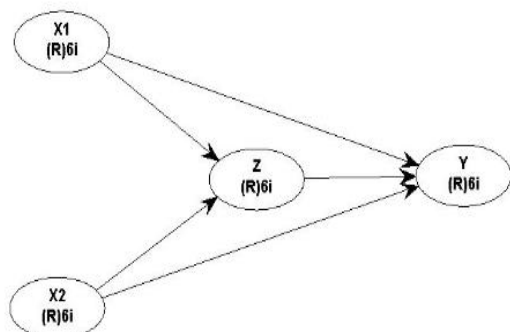

Figure 1. Research Model

RESULT AND DISCUSSION

PT. Putra Sejahtera Mandiri Vulkanisir is a company that is engaged in the manufacture of rubber compound and tire retreads in Indonesia. PT. Putra Sejahtera Mandiri Vulkanisir has more than 70 years experience in the tire field. With the ability and experience in making vulcanized rubber and supported by modern machines to produce products that are environmentally friendly and safe for public use.

Examples of PT. Putra Sejahtera Mandiri Vulkanisir including: Liner, Cushion Gum, Gum Cord, Camelback Compound, Veneer Sidewall and Customized Compound. PT. Putra Sejahtera Mandiri Vulkanisir also produces tire shawls, die tires and also rubber rollers used in industries such as: wood industry, printing industry, paper industry, plastic industry and so on.

The factors that led to the establishment of PT. Putra Sejahtera Mandiri Vulkanisir are:

1.PT. Putra Sejahtera Mandiri Vulkanisir which is engaged in the manufacture of rubber is still small, especially in North Sumatra.

2.The market potential for this product is quite large because this product is needed by everyone and the price is affordable to all levels of society

Inferential statistical analysis using structural equation modeling with the WarpPLS 7.0 application program consists of measurement model analysis (outter model) and structural model analysis (inner model).

Table 2. Loading Factor and Cross Loading

Indicator	Compensation	Work Environment	Job Satisfaction	Employee Performance
$X1_1$	0.714	0,209	0.417	0.450
$X1_2$	0.747	0.395	0.529	0.606
$X1_3$	0.761	0.367	0.424	0.504
$X1_4$	0.749	0.282	0.367	0.467
$X1_5$	0.734	0.309	0.405	0.514
$X1_6$	0.707	0.301	0.314	0.528
$X2_1$	0.341	0.760	0.485	0.573
$X2_2$	0.281	0.803	0.499	0.592
$X2_3$	0.372	0.770	0.427	0.536
$X2_4$	0.295	0.770	0.388	0.592
$X2_5$	0.257	0.762	0.370	0.540
$X2_6$	0.423	0.789	0.537	0.638
Z1	0.404	0.436	0.762	0.574
Z2	0.319	0.485	0.725	0.520
Z3	0.480	0.520	0.816	0.642
Z4	0.435	0.433	0.805	0.550
Z5	0.496	0.403	0.826	0.605
Z6	0.505	0.500	0.823	0.645
Y1	0.458	0.588	0.581	0.770
Y2	0.587	0.548	0.573	0.801
Y3	0.604	0.526	0.499	0.736
Y4	0.465	0.578	0.622	0.712
Y5	0.518	0.680	0.599	0.803
Y6	0.569	0.515	0.555	0.780

Source: Research Results, 2020 (Processed Data)

Analysis of the measurement model (outter model) consists of indicator reliability, internal consistency reliability, convergent validity and discriminant validity (Latan and Ghozali, 2016). The measure used to measure the reliability indicator is by looking at the loading factor value of each construct indicator. The rule of thumb used to assess the loading factor must be greater than 0.7 for confimatory research (Latan and Ghozali, 2016). The loading factor values contained in this study can be seen in Table 2, as follows:

Based on Table 2, it can be seen that the loading factor value of each variable is greater than 0.7, thus the research model has met the requirements for indicator reliability. Assessment of internal consistency reliability is done by looking at the value of composite reliability, which must be greater than 0.7 for confimatory research, while the assessment of convergent validity is done by looking at the average variance extracted (AVE) value, where if the AVE value obtained is greater than 0.50, then the indicators used have met the convergent validity (Latan and Ghozali, 2016). The average variance extracted (AVE) value and composite reliability and those obtained in this study can be seen in Table 3 and 4 below:

Table 3. Average Variance Extracted (AVE) Value

Variable	AVE
Compensation	0.541
Work Environment	0.602
Job Satisfaction	0.630
Employee Performance	0.589

Source: Research Results, 2020 (Processed Data)

Table 4. Composite Reliability

Variable	Composite Reliability
Compensation	0.876
Work Environment	0.901
Job Satisfaction	0.911
Employee Performance	0.896

Source: Research Results, 2020 (Processed Data)

Based on Table 3 and 4, it can be seen that the value of composite reliability for all variables is greater than 0.7 and the AVE value for each variable is above 0.50 so that it can be stated that this research model has met the internal assessment of consistency reliability and convergent valitidity.

Discriminant validity relates to the principle that the measures of different constructs should not be highly correlated. The discriminant validity test is performed by comparing the square root of the AVE for the value of each construct with the correlation value between constructs in the model. A good value shown from the square root of AVE for each construct is greater than the correlation between constructs in the model (Latan and Ghozali, 2016). Comparison of the square root values of AVE with the correlation values between constructs in the model in Table 5 below:

Table 5. AVE Root Value

Variable	Compensation	Work Environment	Job Satisfaction	Employee Performance
Compensation	0.736	0.423	0.557	0.695
Work Environment	0.423	0.776	0.582	0.746
Job Satisfaction	0.557	0.582	0.794	0.744
Employee Performance	0.695	0.746	0.744	0.768

Source: Research Results, 2020 (Processed Data)

Table 5 shows that the AVE square root value for each construct is greater than the correlation between constructs in the model, thus the research model meets the discriminant validity criteria.

Structural model analysis (inner model), inner model analysis is done by estimating the relationship path coefficient between constructs. The value of the path coefficient on the relationship between variables becomes a reference in estimating. A positive value indicates a positive influence and conversely a negative value indicates a negative influence. The greater the path coefficient value, the greater the influence between these variables.

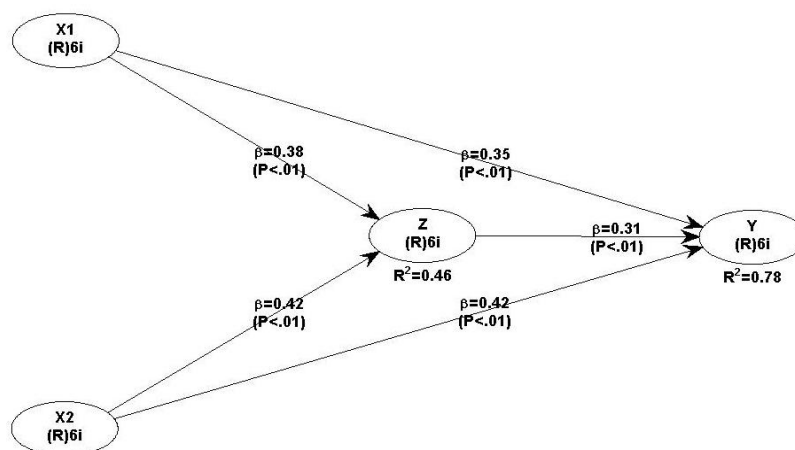The image of the structural research model can be seen in Figure 2 below:

Figure 2. Structural Model

To determine the direct effect of exogenous variables on endogenous variables can be seen in Table 6 as follows:

Table 6. Direct Effects

Effect	Path Coefficient
Compensation → Job Satisfaction	0.379
Compensation → Employee Performance	0.347
Job Satisfaction → Employee Performance	0.305
Work Environment→ Job Satisfaction	0.422
Work Environment→ Employee Performance	0.421

Source: Research Results, 2020 (Processed Data)

Table 6 shows that in shaping job satisfaction, compensation and work environment give each of them a direct positive effect. The magnitude of the direct effect of compensation (ξ_1) on job satisfaction (η_1) is 0.379 and the magnitude of the direct effect of work environment (ξ_2) on job satisfaction (η_1) is 0.422. The magnitude of the influence of the work environment is greater than the effect of compensation (0.422>0.379).

In shaping employee performance, compensation, work environment, and job satisfaction give each positive influence. The amount of direct compensation (ξ_1) influence on employee performance (η_2) is 0.347. The direct effect of the work environment (ξ_2) on employee performance (η_2) is 0.421. The magnitude of the direct effect of job satisfaction (η_1) on employee performance (η_2) is 0.305.

To find out the magnitude of the indirect effect of independent variables on the dependent variable through intervening

variables can be seen in the following Table 7:

Table 7. Indirect Effects

Effect	Indirect Effects
Compensation → Employee Performance	0.116
Work Environment → Employee Performance	0.129

Source: Research Results, 2020 (Processed Data)

Table 7 shows the magnitude of the indirect effect of compensation (ξ_1) on employee performance (η_2) through job satisfaction (η_1) is 0.116 or can be calculated by multiplying the direct effect of exogenous variables on mediating variables with the direct effect of mediating variables on endogenous variables ($\xi_1 \rightarrow \eta_1$) * ($\eta_1 \rightarrow \eta_2$) = 0.379 * 0.305 = 0.116. The amount of indirect influence of work environment management (ξ_2) on employee performance (η_2) through job satisfaction (η_1) is 0.129 or can be calculated ($\xi_2 \rightarrow \eta_1$) * ($\eta_1 \rightarrow \eta_2$) = 0.422 * 0.305 = 0.129.

To determine the total effect of the independent variable on the dependent variable, it can be seen in Table 8 below:

Table 8. Total Effects

Effect	Total Effects
Compensation → Employee Performance	0.463
Work Environment → Employee Performance	0.550

Source: Research Results, 2020 (Processed Data)

Table 8 shows the magnitude of the effect of total compensation on employee performance through mediation of job satisfaction is 0.463 or it can be calculated by adding the direct and indirect effects of

the independent variables on the dependent variable: $(\xi_1 \rightarrow \eta_2) + (\xi_1 \rightarrow \eta_1 \rightarrow \eta_2) = 0,347 + 0,116 = 0,463$. The magnitude of the effect of the total work environment on employee performance through mediation of job satisfaction is 0.550 or can be calculated $(\xi_2 \rightarrow \eta_2) + (\xi_2 \rightarrow \eta_1 \rightarrow \eta_2) = 0,421 + 0,129 = 0,550$.

The coefficient of determination is used to see how much influence exogenous variables have on endogenous variables, the greater the value means the greater the effect. Because the number of indicators for each construct varies in number, the coefficient of determination analysis is carried out by looking at the value on the R-square. The R-square value is obtained by calculating the WarpPLS 7.0 algorithm and can be seen in Table 9.

Table 9. Coefficient of Determination

Variable	R Square	R Square Adjusted
Job Satisfaction	0,457	0,445
Employee Performance	0,783	0,776

Source: Research Results, 2020 (Processed Data)

Table 9. shows that the effect of compensation and work environment together in forming job satisfaction is 45.7%. The remaining 54.3% is explained by other variables outside the study.

Table 9 also shows that the effect of compensation, work environment, and job satisfaction together in shaping employee performance is 78.3%. The remaining 21.7% is explained by other variables outside the research.

CONCLUSION AND SUGGESTION
CONCLUSION

1.Compensation has a positive and significant effect on job satisfaction of employees of PT. Putra Sejahtera Mandiri Vulkanisir. The amount of direct effect of compensation on job satisfaction is 37.9%. The indicator that has the greatest influence on the compensation variable is the bonus with a loading factor of 0.761, while the indicator that has the least effect on the compensation variable is the fringe benefit with a loading factor of 0.734.

2.Customer work environment has a positive and significant effect on job satisfaction of employees of PT. Putra Sejahtera Mandiri Vulkanisir. The amount of direct influence of the work environment on job satisfaction is 42.2%. The indicators that provide the greatest influence on work environment variables are the relation with the loading factor magnitude of 0.803 while the indicators that have the least effect on the work environment variable are safety with a loading factor magnitude of 0.760,

3.Job satisfaction has a significant positive effect on employee performance at PT. Putra Sejahtera Mandiri Vulkanisir. The amount of direct influence of Job Satisfaction on Employee Performance is 42.1%. The indicators that provide the greatest influence on job satisfaction variables are coworkers with a loading factor magnitude of 0.862 while the indicators that provide the least influence on job satisfaction variables are the work itself with a loading factor amount of 0.725. The indicator that has the greatest influence on the performance variable is the ability to work together with a loading factor of 0.803, while the indicator that has the least effect on the performance variable is timeliness with a loading factor of 0.712.

4.Compensation has a significant positive effect on the performance of employees of PT. Putra Sejahtera Mandiri Vulkanisir. The amount of influence of Compensation on Employee Performance is 30.5%

5.The work environment has a positive and significant effect on the performance of the employees of PT. Putra Sejahtera Mandiri Vulkanisir. The amount of influence of the Work Environment on Employee Performance is 34.7%

6.Compensation has a positive and significant effect on the performance of employees of PT. Putra Sejahtera Mandiri Vulkanisir through job satisfaction. The magnitude of the effect of Compensation on Employee Performance through Job Satisfaction is 11.6%. Thus job satisfaction acts as an intervening variable that can

mediate compensation and employee performance.

7.The work environment has a positive and significant effect on the performance of the employees of PT. Putra Sejahtera Mandiri Vulkanisir through job satisfaction. The magnitude of the influence of the Work Environment on Employee Performance through Job Satisfaction is 12.9%. Thus job satisfaction acts as an intervening variable that can mediate the work environment and employee performance.

SUGGESTION

1.Management of PT. Putra Sejahtera Mandiri Vulkanisir can increase compensation by emphasizing aspects of attention to things - details, such as in the provision of bonuses or incentives or holiday allowances, so that giving can improve employee performance. In addition, it is also seen that the distribution is regular or not and the amount given is correct or not, or performance appraisals are carried out periodically to find out how the employees are performing.

2.Management of PT. Putra Sejahtera Mandiri Vulkanisir can improve the work environment of employees by paying more attention to relation aspects, such as the existence of good relationships between superiors and subordinates or fellow colleagues and employees at PT. Putra Sejahtera Mandiri Vulkanisir must be treated fairly. Apart from that, attention should also be paid to the provision of work facilities, work comfort, etc.

3.Management of PT. Putra Sejahtera Mandiri Vulkanisir can increase employee job satisfaction by paying more attention to the aspects of coworkers, for example by holding outbound training which can improve cooperation skills and intimacy between colleagues both within one department and across departments within PT. Putra Sejahtera Mandiri Vulkanisir or superiors provide good supervision to employees such as giving rewards to employees who have worked hard to achieve company goals.

4.For further researchers, it is hoped that they can further develop theories concerning variables that are thought to have a strong influence on employee performance and add other variables apart from this research.

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