

# The Effect of Compensation, Work Environment, and Organizational Commitment on Performance with Job Satisfaction as An Intervening Variable

Dyan Mayla\* & M.Arief  
STIE Kusuma Negara  
\*Dyanmayla@gmail.com

**Keywords** compensation, work environment, organizational commitment, job satisfaction, performance

**Abstract** : *High company employee performance can be achieved if all the elements that exist within the agency are well integrated, and able to play its role in accordance with the needs and desires of the public and employees. Therefore we need support of compensation, work environment, organizational commitment, and job satisfaction to improve the performance of these employees. The purpose of this study is to analyze and determine the effect of work environment compensation and organizational commitment to employee performance through job satisfaction. This study aimed to examine the effect of compensation, work environment, and organizational commitment to improve the performance of these employees either partially or simultaneously in Pt. Gobel Dharma Sarana Karya. The method used is descriptive and verification method with a sample of 53 respondents. Data were collected by using questionnaires and data analysis used is path analysis. The results showed that compensation, work environment, and organizational commitment partially influence job satisfaction and performance. Whereas job satisfaction does not mediate the effect of compensation, work environment, and organizational commitment on performance*

## 1 INTRODUCTION

Organizations or agencies in implementing programs that have been given by the company always aims to achieve organizational goals. One one way is to improve employee performance. Performance is basically is what employees do or do not do that affects how much they contribute to the organization. affect how much they contribute to the organization including output quantity, output quality, output timeframe, workplace attendance and cooperative attitude (Fattah, 2017: 9). workplace and cooperative attitude (Fattah, 2017: 9). Performance is basically what employees have done in their daily activities in the company and produce o day-to-day activities in the company and produce quality output or not quality or in the form of services that employees provide to the company to achieve the goals and progress of the company. company to achieve goals and progress in quality and quantity of work. Factors that drive the level of organizational success besides performance is job satisfaction, job satisfaction can affect performance because job satisfaction plays an important role in the development of company to improve employee efficiency and performance (Lukiyana and Halima, 2016). Halima, 2016). This is evidenced by research conducted by Lukiyana and Halima (2016) that job satisfaction can affect performance. and Halima (2016) that job satisfaction can affect the performance of an employee.

## 2 LITERATURE REVIEW

### Performance

According to Fahmi (2019: 179) performance is the result of an employee's work during a certain period, for example standards, target goals, or criteria that have been set. during a certain period, for example standards, target goals, or criteria that have been determined in advance and agreed upon together. determined in advance and agreed upon. Meanwhile, according to Liawandy (2014: 1) performance is the result of work that can be achieved by a person / group of people in an organization in accordance with the authority & people in an organization in accordance with their respective authorities & responsibilities in order to achieve organizational goals. each in order to achieve organizational goals. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2013). Meanwhile, according to Rivai & Sagala (2009: 604) performance is the action or activity of an organization in a period with reference to a number of standards. in a period with reference to a number of standards such as past or projected costs. past or projected costs, with standards of efficiency, accountability or management accountability and the like. or management accountability and the like. Suprihati (2015: 95) defines performance as the achievement of organizational goals. organization which can be formed quantitative or qualitative output, creativity, flexibility, reliability or other things that the organization can want. Performance emphasis can be short or long term, as well as at the individual, group or organizational level. at the individual, group or organizational level. Individual performance contributes to group performance which in turn contributes to organizational performance. contributes to organizational performance.

### Customer Satisfaction

Schiffman et al., (2012, p. 8) define consumer satisfaction as an individual's perception of the performance of a product or service in relation to his expectations. with his expectations. Furthermore, Kotler and Keller (2016, p. 153) convey that consumer satisfaction is a feeling of pleasure or disappointment of a person resulting from comparing a product or perception of service performance (or results) against expectations. If the performance or experience does not meet expectations, then the customer is not satisfied. Conversely, if the performance is in accordance with expectations, the customer will be satisfied, if it exceeds expectations then the customer is very satisfied or happy. Oliver (2015, p. 8) defines satisfaction as a response to the fulfillment of consumer expectations. Consumers provide an assessment of a product or service or service, whether it is at a level that is pleasant for consumption-related fulfillment, or at a level of fulfillment that is not consumption-related fulfillment, or whether it falls into a level of fulfillment that is too low or even exceeds expectations. too low or even exceed expectations. According to Peter and Olson (2010, p. 523) consumer satisfaction is defined as the extent to which consumers' pre-purchase expectations are able to be met or exceeded by a product or service. exceeded by a product or service. Peter and Olson (2010, p. 387) is an important concept in marketing thinking and consumer research. consumer research.

### Job Satisfaction

Job satisfaction concerns the psychological state of individuals in the organization caused by the circumstances he perceives from his environment. Job satisfaction can be useful in improving employees' better work attitudes towards their work. towards their work. The level of job satisfaction is one of the factors that affecting job performance which will ultimately affect the effectiveness of the organization. organization. This is because employees feel that the implementation of work and his position gets attention from the leadership (Tangkilisan, 2010: 164). According to Fattah (2017: 63), job satisfaction for everyone is relative, each has a different level of satisfaction. relative, each has a different level of satisfaction, but in general job satisfaction is a level of pleasure or satisfaction. In general, job satisfaction is a level of pleasure or positive attitudes and emotional that is responded to as a result of the assessment of the work that has been done. In other words, job satisfaction is a feeling that supports or encourages the employee. 9 employee's self-supporting or unsupporting feelings related to his work or his condition. with his condition. Employees will feel satisfied at work if compensation provided by the company in accordance with expectations and work facilities are all complete and vice versa if the compensation is not in accordance with what is expected. all complete and vice versa if the compensation is not as expected and the work facilities do not support it, it will certainly reduce employee job satisfaction. work facilities do not support will certainly reduce

employee job satisfaction. Job satisfaction can affect employee discipline towards a better work environment. This is because employees have achieved psychological satisfaction which raises positive attitudes from employees. psychological satisfaction that raises a positive attitude from employees (Ilahi et al, 2017: 32-33). 33). Meanwhile, according to Noermijati (2013: 34) job satisfaction is the result of employee perceptions about the extent to which their work is good. of employees' perceptions of the extent to which their work can provide a pleasant emotional state resulting from an appraisal of the employee's job satisfaction. a pleasant emotional state resulting from an assessment of one's work / work experience. one's work experience.

### **Compensation**

Hasibuan (2013) compensation is all income in the form of money, goods directly or indirectly received by employees in return for those given to the company. According to Sastrohadiwiryo in Yuniarsih (2011), compensation is a service fee or remuneration provided by the company to workers, because these workers have contributed energy and thoughts for the progress of the company in order to achieve the goals set. The objectives of compensation according to Hasibuan (2013 are as follows: Cooperation Bonds, with the provision of compensation a formal cooperative bond is established between the employer and the employee. Employees must carry out their duties properly, while employers or employers must pay compensation in accordance with the agreed agreement. Job satisfaction, with remuneration employees will be able to meet their physical needs, social status, and egotism so as to obtain job satisfaction from their position. Effective procurement, if the compensation program is set large enough, the procurement of qualified employees for the company will be easier. Motivation, if the remuneration provided is large enough, managers will find it easier to motivate their subordinates. Employee stability, with a compensation program based on fair and proper principles and externally competitive consistency, employee stability will be more guaranteed due to relative turnover small. Discipline, with the provision of a sufficiently large remuneration, the discipline of employees will be better, they will be aware of and obey the applicable regulations. The influence of labor unions, with a good compensation program the influence of trade unions can be avoided and employees will concentrate on their work. Government influence, if the compensation program complies with applicable labor laws (such as minimum wage limits) then government intervention can be avoided

According to Hasibuan (2013), compensation systems that are commonly applied include: Time system, in the time system the amount of compensation (salary, wages) is determined based on time standards such as hours, weeks, months. System results (output), in the system results (output) the amount of compensation paid is always based on the number of results that are done not on the length of time working on them. The wholesale system, in the wholesale system, is a method of payroll that determines the amount of service based on the volume of work and the length of time working on it.

The principles of compensation according to Hasibuan (2013), include: The principle of fairness, the amount of compensation paid to each employee must be balanced/adjusted with how much work performance, type of work, job risks, responsibilities, job titles, and meet the internal consistency requirements The principle of proper and fair, compensation received by employees can meet their needs at an ideal normative level. The standard of eligibility is relative, the determination of the amount of compensation is based on the government's minimum wage limit and the applicable external consistency. According to Hasibuan (2013) that the factors that influence the provision of compensation include: Company Ability and Willingness, Trade unions and employee organizations, Employee work productivity, Government with Laws and Presidential Decrees, Cost of living, Employee position, Education and work experience, National Economic Condition.

### **Compensation**

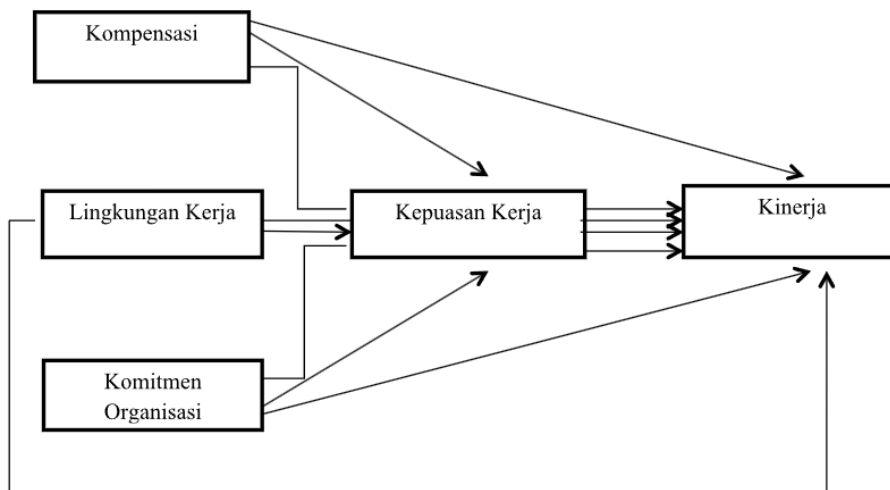
Compensation is everything in return that employees receive in the form of financial or non-financial, either directly or indirectly, for the obligations that have been given to the company and employees. directly for the obligations that have been given to the company and employees receive services fairly (Larasati, 2018: 92). According to Sirait (2015: 94) compensation is everything that employees receive in return for their work. for their work. Compensation must have a logical, rational and defensible basis. can be maintained. According to Hamed (2014) compensation is a transitional segment between employees and the company. employees and the company. Because compensation is a necessity of life employees. Payment is received from the work performed by the employee the employee. Employee performance will improve if they are paid highly. Money is considered a reward given to employees for working, for support their families, and payment for work performed (Yaseen, 2013). (Yaseen, 2013). Compensation consists of three components, each of which varies. The first and most substantial of these elements is compensation basic, fixed compensation that employees

receive on a regular basis, either in the form of salary or wages. The second component of compensation is incentives, 17 programs designed to reward employees for good performance. These incentives come in many forms, such as bonuses and profit sharing. The last component of compensation is benefits, benefits include health insurance programs, vacations, and others (Kaswan, 2012: 146). Employee compensation refers to all forms of payment or reward for employees paid by the company and derived from their work. The compensation received by employees must be fair and appropriate. Employee compensation has two main components, namely direct payments and indirect payments.

### Work Environment

The work environment is a very important component in employees doing work activities. By paying attention to the work environment or creating working conditions that are able to motivate employees to work, it can have an influence on the work environment. The definition of work environment is everything that around the workers who can affect him in carrying out the tasks assigned (Nela, et al., 2014). According to Sedarmayati (2009: 21) the definition of the work environment is the overall tools and materials at hand, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and a group. According to Nitisemito in Nuryasin, et al. (2016), the work environment is everything that is around the workers that can affect him in carrying out his obligations. The work environment is the condition of an employee's adaptation in the company, if the employee fits in the work environment, his performance will increase if the employee is suitable in the work environment in the company. performance will increase if the employee does not fit into the work environment. It is important to pay attention to the work environment because the work environment affects employee performance and job satisfaction (Khaled, 2017).

### Framework



**Figure 1. Research Framework**

Based on the problem formulation and framework  
Based on the problem formulation and framework, the hypotheses that will be raised in this study are as follows;

- H1 : Compensation a significant effect on employee performance in PT. GDSK..
- H2 : Working environment a significant effect on employee performance in PT. GDSK consumer satisfaction in xxxmart Cibubur cooperative members.
- H3 : commitment has a significant effect on customer satisfaction Work satisfaction satisfaction in PTGDSK .
- H4 : Compensation has a significant effect on work satisfaction
- H5 : working Environment has a significant effect on customer loyalty customer loyalty, either directly or through customer satisfaction on members of PT GDSK
- H6 : Work Satisfaction has a significant effect on employee performance in PT. GDSK
- H7 : work satisfaction has a significant effect on Employee performance customer loyalty, either directly or through customer satisfaction in xxxmart Cibubur cooperative members.
- H8 : work satisfaction has a significant effect on Employee performance customer loyalty, either directly or through customer satisfaction in xxxmart Cibubur cooperative members.
- H9 : work satisfaction has a significant effect on Employee performance customer loyalty, either directly or through customer satisfaction in xxxmart Cibubur cooperative members.
- H10 : work satisfaction has a significant effect on Employee performance Employee performance, either directly or through customer satisfaction in xxxmart Cibubur cooperative members.

### **3 RESEARCH METHOD**

This type of research is Quantitative descriptive research, namely to determine whether there is a relationship between the variables to be studied (Sugiyono, 2013). Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined to be studied and then drawn conclusions (Sugiyono). The population in this study were XXXmart Customers. The sample is the determination of part of the population to be used as a source of information regarding the data needed, the use of the number of samples in the study. According to Sugiono (2013) the sample is part of the number and characteristics possessed by the population where if the sample is less than 100, it is better to take all of them. The method of data collection in this research is to use the primary data collection method, which is data obtained directly from the research site by providing a set or written statement to the respondent to be answered (Sugiyono, 2013). The data obtained in this study were obtained from the results of filling out questionnaires distributed to respondents. The statements on the questionnaire for each answer choice are given a score of 1-5, to measure attitudes, opinions and perceptions given by respondents using a Likert scale.

### **4 FINDINGS AND DISCUSSION**

#### Hypothesis Testing

The Influence of work environment on Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.967	2.731		7.676	.000
	kompensasi	.792	.169	.548	4.684	.000

Simple regression test of the effect of compensation on performance at the real level level = 0.05 (shows that the compensation variable has a significant effect on the employee performance. This can be seen from the significance value of 0.000 is smaller than the real level = 0.05. The results of data processing show that the regression equation formed is  $Y_1 = 20.967 + 0.792 X_1 + e$ . The constant value of 20.967 shows the pure value of employee performance without being influenced by changes in compensation. the pure value of employee performance without being influenced by changes in variable compensation variable. The regression value of 0.792 indicates that there is a positive contribution made by the compensation variable to employee performance. positive contribution made by the compensation variable to employee performance.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.775	2.590		8.409	.000
	komitmen organisasi	.642	.139	.544	4.635	.000

Simple regression test of the effect of organizational commitment on performance at real level = 0.05 (shows the organizational commitment variable has a significant effect on employee performance. significant effect on employee performance. This can be seen from the significance value significance value of 0.000 is smaller than the real level = 0.05. The results of data processing show that the regression equation formed is  $Y_3 = 21.775 + 0.642 X_3 + e$ . The constant value of 21.775 shows the pure value of employee performance without being influenced by changes in employee performance. the pure value of employee performance without being influenced by changes in the variable organizational commitment. The regression value of 0.642 indicates that there is a positive effect of organizational commitment variable. 34 positive contribution made by the organizational commitment variable to employee performance.

#### The Influence of Compensation on Employee Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.833	3.024		6.888	.000
	lingkungan kerja	.443	.104	.512	4.260	.000

Simple regression test of the effect of work environment on performance at real level = 0.05 (shows the work environment variable has a significant effect on employee performance. significant effect on employee performance. This can be seen from the significance value significance value of 0.000 is smaller than the real level = 0.05. The results of data processing show that the regression equation formed is  $Y_2 = 20.833 + 0.443 X_2 + e$ . The constant value of 20.833 shows the pure value of employee performance without being influenced by changes in employee performance. the pure value of employee performance without being influenced by changes in the variable work environment. The regression value of 0.443 indicates that there is a positive contribution made by the work environment variable to the performance of employees without being influenced by changes in work environment variables. positive contribution made by work environment variables to employee performance

#### The Influence of Work environment on Employee satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.319	3.875		2.147	.037
	lingkungan kerja	.663	.133	.572	4.984	.000

Simple regression test of the effect of work environment on job satisfaction at the real level = 0.05 (shows that the work environment variable has a significant effect on job satisfaction. significant effect on job satisfaction. This can be seen from the significance value significance value of 0.000 is smaller than the real level = 0.05. The results of data processing show that the regression equation formed is  $Y_5 = 8.319 + 0.663 X_2 + e$ . The constant value of 8.319 shows the pure value of job satisfaction without being influenced by changes in work environment variables. pure job satisfaction without being influenced by changes in environmental variables work environment variables. The regression value of 0.663 indicates that there is a positive contribution produced by the work environment variable to job satisfaction. generated by work environment variables on job satisfaction.

#### Hypothesis testing

Direct Effect (DE)

1) The effect of compensation variables on job satisfaction

$$X_1 \square Y_1 = 0.225 \times 100\% = 22.5\%$$

2) The effect of work environment variables on job satisfaction

$$X_2 \rightarrow Y_1 = 0.373 \times 100\% = 37.3\%$$

3) The effect of organizational commitment variables on job satisfaction

$$X_3 \rightarrow Y_1 = 0.110 \times 100\% = 11\%$$

4) The effect of compensation variables on performance

$$X_1 \rightarrow Y_2 = 0.142 \times 100\% = 14.2\%$$

5) The effect of work environment variables on performance

$$X_2 \rightarrow Y_2 = 0.047 \times 100\% = 4.7\%$$

6) The effect of organizational commitment variables on performance

$$X_3 \rightarrow Y_2 = 0.264 \times 100\% = 26.4\%$$

7) The effect of job satisfaction variables on performance

$$Y_1 \rightarrow Y_2 = 0.259 \times 100\% = 25.9\%$$

b. Indirect Effect (IE)

1) The effect of compensation variables on performance through job satisfaction

$$X_1 \rightarrow Y_1 \rightarrow Y_2 = (0.225 \times 0.259) \times 100\% = 5.83\%$$

2) The effect of work environment variables on performance through job satisfaction work

$$X_2 \rightarrow Y_1 \rightarrow Y_2 = (0.373 \times 0.259) \times 100\% = 9.66\%$$

3) The effect of organizational commitment variables on performance through job satisfaction

$$X_3 \rightarrow Y_1 \rightarrow Y_2 = (0.110 \times 0.259) \times 100\% = 2.85\%$$

c. Total Effect

50

1) The effect of compensation variables on performance through job satisfaction

$$X_1 \rightarrow Y_1 \rightarrow Y_2 = (22.5\% + 25.9\%) = 48.4\%$$

2) The effect of work environment variables on performance through job satisfaction work satisfaction

$$X_2 \rightarrow Y_1 \rightarrow Y_2 = (37.3\% + 25.9\%) = 63.2\%$$

3) The effect of organizational commitment variables on performance through job satisfaction

$$X_3 \rightarrow Y_1 \rightarrow Y_2 = (11\% + 25.9\%) = 36.9\%$$

## Discussion

From the results of the calculation analysis above, we know that: 1. There is no indirect effect of compensation variables on performance through job satisfaction. 2. There is no indirect effect of work environment variables on performance through job satisfaction. 3. There is no indirect effect of organizational commitment variables on performance through job satisfaction..

## 5 CONCLUSION

From the results of the calculation analysis above, we can know that: 1. There is no indirect effect of compensation variables on performance Based on the results of research analysis and discussion of the effect of compensation, work environment, and organizational commitment on performance with the following results Based on the results of research analysis and discussion of the influence of compensation, work environment, and organizational commitment on performance with job satisfaction as an intervening variable at PT. job satisfaction as an intervening variable at PT. Gobel Dharma Sarana Karya conclusions can be drawn as follows: 1. Based on the results of the analysis and discussion that has been done, then compensation has a direct effect on performance. The amount of influence amounted to 55.1%. 2. Based on the results of the analysis and discussion that has been done, then work environment has a direct effect on performance. The magnitude of the influence amounted to 57.2%. 3. Based on the results of the analysis and discussion that has been carried out, then Organizational commitment has a direct effect on performance. Big influence is 48.2%. 4. Based on the results of the



analysis and discussion that has been done, then compensation has a direct effect on job satisfaction. Big influence is 54.8%. 5. Based on the results of the analysis and discussion that has been done, then work environment has a direct effect on job satisfaction. Big influence is 51.2%. 6. Based on the results of the analysis and discussion that has been carried out, then organizational commitment has a direct effect on job satisfaction. Big influence is 54.4%. 7. Based on the results of the analysis and discussion that has been done, then job satisfaction has a direct effect on performance. The magnitude of the influence amounted to 49.1%. 8. Based on the results of the analysis and discussion that has been carried out, job satisfaction does not mediate the effect of compensation on performance. job satisfaction does not mediate the effect of compensation on performance. 9. Based on the results of the analysis and discussion that has been carried out, job satisfaction does not mediate the effect of work environment on performance. 9. Based on the results of the analysis and discussion that has been carried out, job satisfaction does not mediate the effect of the work environment on performance. 10. Based on the results of the analysis and discussion that has been carried out, then Based on the results of the analysis and discussion that has been carried out, job satisfaction does not mediate the effect of organizational commitment on performance. performance. performance through job satisfaction. 2. There is no indirect effect of work environment variables on performance through job satisfaction. 3. There is no indirect effect of organizational commitment variables on performance through job satisfaction.

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