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**PENGARUH COMPENSATION, WORK ENVIRONMENT TERHADAP EMPLOYEE PERFORMANCE DIMEDIASI JOB SATISFACTION PADA INDUSTRI PROPERTY**

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**Abstract**

*This study aims to analyze the effect of Compensation, Work Environment on Employee Performance mediated by Job Satisfaction in the Property Industry. Where the research results prove that the Compensation variable is not supported to have an influence on Employee Performance. Job satisfaction in this study serves as a mediating variable for the influence of the Work Environment on Employee Performance. Furthermore Job satisfaction mediates the influence between job autonomy and employee performance. Companies that are used as samples in this study are companies engaged in the property industry. From the research results it can be seen that compensation has a positive and significant effect on job satisfaction and an indirect effect on employee performance through job satisfaction. The work environment variable from the research results is proven to have an influence on employee performance and job satisfaction. Job satisfaction has an influence on employee performance and can also mediate the effect of compensation, work environment and also job autonomy on employee performance. This research was conducted on 200 employees who work in companies engaged in the property industry. The analysis used in this research is SEM (Structural Equation Model) analysis.*

**Keywords:** Job Satisfaction, compensation, work environment, employee performance.

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**INTRODUCTION**

Globalization has brought many challenges to organizations in managing employee performance to be achieved according to organizational goals (Gorondutse & Hilman, 2019; Polychroniou & Trivellas, 2018). The success of an organization depends on the utilization of human resources such as workers who provide energy, creativity, and enthusiasm. towards organizations that play an important role in the operational implementation of the organization (Alsheikh et al., 2018). Human resources must always be considered, maintained, and developed by the organization (Mugiono, & Idris, 2018; Sani et al., 2018). every company in developing its business, it always pays attention to its human resources. because human resources in a company are very important. In contrast to other factors of production such as raw materials, capital, or equipment. Humans are creatures that have inherent dignity and worth, both as members of society and members of organizations. Humans are a production factor that determines the success or failure of a company in achieving its goals. However, organizational management often has difficulty identifying the factors that cause a decrease in the performance of a number of employees (Idris, 2019).

Thus, now all companies are increasingly aggressively increasing and producing quality human resources that have competitive advantages, because they are the main key to achieving sustainability goals in all fields in today's global environment. In addition, superior, innovative and creative human resources are the main factors for improving the quality of human resources in the era of globalization, including providing choices and opportunities for improving human resources (Suciu et al., 2018). The level of job satisfaction in real estate is fantastic. Even now it is considered higher than other industries. Referring to

the express real estate statistics cited in <https://blog.sage.hr> it states that the level of worker satisfaction with their work is 77%, then workers are satisfied with the current business as much as 93%. This shows that in the end satisfaction will motivate workers to be more active in working especially in the real estate industry, then the overall level of satisfaction in the real estate industry in the US exceeds 50% who are satisfied and motivated to continue working in the real estate industry, but still there are several challenges that drive skilled agents and brokers to leave their job positions. All the problems that arise are related to poor management and HR practices, this is very interesting for researchers to study more deeply, especially related to the variables that have been formulated in this study.

No organization can achieve its goals successfully without the hard work of one or several individuals. Then success can be achieved if all employees work well to achieve goals. Employee performance has many dimensions that must be considered by institutions because they affect organizational strategies and goals (Idris & Adi, 2019). Therefore, overall employee performance significantly contributes to the organization, productivity and efficiency are the benchmarks of employee performance. This raises an understanding of the important role of employees as organizational assets, an organization cannot achieve its goals without employee participation (Idris et al., 2020).

Compensation has a significant impact on employee performance (Anderson, Pyo, & Zhu, 2018; Buachoom, 2017). Compensation is a major factor that can affect employee satisfaction. Some parts of the compensation dimensions do not affect job satisfaction (Mabaso and Damini., 2017). Employees who are satisfied with the compensation received will ultimately improve their performance (Addis et al., 2018). Not only compensation, job satisfaction can also have an impact on work behavior and quality of life of employees. In addition, financial benefits are an important factor for performance (Ahmat et al., 2019; Patiar & Wang, 2020; Syed, 2020). Compensation practices, work planning, and HR practices that focus on work or life balance are used for job satisfaction and increase the reduction of turnover intention (Martinson & De Leon, 2018). On the other hand, when workers feel very unhappy with all aspects of compensation received financially or nonfinancial. However, base salary, benefits and work environment greatly affect job satisfaction. In addition, satisfaction has a positive impact on the performance of workers in the company (Samen & Akroush, 2018).

The success of a company or organization is largely determined by the quality of its human resources and is supported by several other factors. Good quality workforce, supported by other factors that are able to perform well. Performance is strongly influenced by the level of compensation. Compensation can increase and decrease performance, job satisfaction, and employee motivation. Employee performance is influenced by many factors, namely internal and external factors. Factors in itself are knowledge, skills and competencies possessed, work motivation, personality, attitudes and behavior that will affect performance. External factors include the superior's leadership style, the relationship between employees, the work environment where employees work (Martino and De Leon., 2018).

Compensation is all forms that workers get in the form of commissions for the work of their workers. Compensation is also considered as any form of commission that workers get from the organization for the achievement of their work. In providing compensation, it is important to consider that compensation must be appropriate, appropriate, acceptable, recipients satisfied, motivating (Zhang et al., 2018). The distribution of compensation brings benefits to the parties, namely between the organization and the workers. Because job satisfaction has an impact on pleasure, behavior, enthusiasm for workers to further increase productivity (Mabaso and Diamini., 2017). Previous research literature has shown the influence between compensation variables, job satisfaction has an influence on employee performance (Anderson et al., 2018). The results of previous research show that workers who are satisfied with the compensation paid encourage an increase in employee performance (Addis et al., 2018). The increase in compensation received by workers has a positive impact on worker satisfaction, which ultimately has an impact on increasing worker performance (Chong and Leung., 2018 ; Jiang and Zhang., 2018)

One of the factors that influence worker job satisfaction is compensation. The company provides compensation to workers as one of the company's ways to improve work performance, motivation, morale and job satisfaction of its workers. Compensation for workers is usually used to meet the greatest needs of workers, in the form of food, drink, clothing, shelter, etc. To meet workers' needs, compensation is expected to give workers job satisfaction (Suwandi, 2021). Where in the end job satisfaction will encourage

employees to work more, in order to achieve certain jobs that lead to positive results and behavior (Hambali & Idres., 2020).

According to Sedarmayanti in Fajri (2019) states that the work environment is all tools, a place where a person works, methods, work, and good work arrangements for individuals and groups. The work environment can be influenced by noise, facilities and infrastructure, space, physical buildings and relationships with colleagues, including the quality of all forms that have a major influence on improving the best quality. The comfort of the work situation encourages the creation of a healthy work environment, for example controlling noise, lighting in the workplace, air temperature, work needs, cleanliness and the availability of the facilities needed by workers (Mulyanto, 2015). Previous studies have proven that the impact of the work environment, job satisfaction, and employee performance has a significant effect. Research in Pakistan in the telecommunications industry also found that the work environment has a significant effect on worker job satisfaction (Raziq and Maulabakhsh., 2015). The environment is power, both internal and external, that has the potential to affect organizational performance. This is in line with the results of research by Riyanto et al (2017) which states that the work environment has an influence on employee performance. The findings of the study by Juliarti and Sudja (2018) also reveal that the influence of compensation and work environment on employee performance is mediated by job satisfaction.

The work environment is one of the factors that determine employee performance. Employee performance is one of the keys to a company's success in achieving success. Thus every company must create a work environment that can encourage employee continuity and improve employee performance. Research states that work environment variables have a very significant influence on employee performance (Jayaweera., 2015; Samson et al., 2015). A supportive work environment is an environment that has the ability to involve the performance of its employees. A good work environment can increase production and employee performance which will ultimately increase organizational effectiveness and can reduce costs incurred by the company (Raziq & Maulabakhsh., 2015).

Based on this description, the researcher is interested in examining more deeply the relationship between variables by raising a study entitled "The Effect of Compensation, Work Environment on Employer Performance mediated by Job Satisfaction in the Property Industry.

## RESEARCH METHOD

The collection of primary data used in this study was collected through a "questionnaire" technique with statements listed in the questionnaire based on the understanding of researchers from previous studies. Questionnaires are a method of collecting data by providing a list of questions to respondents (Sugiyono, 2019). Researchers designed a questionnaire using Google Forms and then shared it online via WhatsApp and social media. The population describes all groups of people, events or various interests that are the object of research (Sekaran and Bougi., 2017). The population in this study are employees of several companies, namely PT. Agung Sedayu Group (ASG), Agung Podomoro and BSA LAND DKI Jakarta area with 280 respondents.

## RESULTS AND DISCUSSION

The description of the research data that will be discussed is the characteristics of the respondents based on demographics. The main characteristics obtained based on measurements generally include, gender, position, level of education, years of service, work location, and employee status.

**Table 1.** Frequency of Respondents by Gender

Gender	Frekuensi	Persentase
Man	135	48.21%
Woman	145	51.79%

Source: Processed primary data, 2023

The results of testing data based on gender, the majority of respondents in this study were women, 145 respondents or 51.79% of the total respondents. Then the number of male respondents was 135 or 48.21% of the total respondents, this shows that workers in the three (3) companies are dominated by

women compared to men, this shows that workers in the three (3) companies trust gender employees more women than men to support the progress of the company.

**Table 2.** Frequency of Respondents by Position

Position	Frequency	Percentage
staff	91	32.50%
Supervisors	76	27.14%
Ass. manager	55	19.64%
manager	40	14.28%
Directors	18	6.44%

Source: Processed primary data, 2023

The results of testing data based on position, most respondents have positions as staff with a total of 91 respondents or 32.50% of the total respondents. Furthermore, respondents who had supervisory positions were 76 respondents or 27.14% of the total respondents, followed by respondents based on position as Ass. Managers amounted to 55 respondents or 19.64% of the total respondents, then respondents who had positions as Managers numbered 40 respondents or 14.28% of the total respondents, finally 18 respondents had the highest position, namely as Directors or 6.44% of the total respondents, From the position profile it can be It was conveyed that the majority of employees working in the three companies are staff members.

**Table 3.** Frequency of Respondents based on education

Education	Frequency	Percentage
SENIOR HIGH SCHOOL	10	3.58%
Diploma	35	12.5%
Bachelor	200	71.42%
Masters	35	12.5%

Sumber : Data primer yang di olah, 2023

The results of testing the data based on the level of education, most of the respondents were undergraduates as many as 200 respondents or 71.42% of the total respondents. In addition, there were 35 respondents or 12.5% with Masters and Diploma 3 education, lastly high school as many as 10 respondents or 3.58%, from the educational profile it can be seen that the majority of the education levels of these respondents were undergraduates, due to the minimum requirement in recruiting employees for the three (3) companies many of them graduate.

**Table 4.** Frequency of Respondents Based on Years of Service

Years of service	Frequency	Percentage
≤ 1 Year	42	15%
1-5 Years	140	50%
5-10 Years	60	21.42%
10 years	10	3.58%
≥ 10 Years	28	10%

Source: Processed primary data, 2023

The results of data testing based on years of service, most of the 140 respondents or 50% have worked in the range of 1-5 years. Then 60 respondents or 21.42% of 5-10 years of service, 42 of 42 respondents or 15% of ≤ 1 year of service, 28 of 28 respondents or 10% of ≥ 10 years of service, the last 10 years of service of 10 respondents or 3.58% . From the profile of respondents according to length of service, the majority of employees worked in the range of 1-5 years due to turnover in the three (3) companies so that of the total respondents, most or the majority had working years of 1-5 years.

**Table 5.** Frequency of Respondents Based on Place of Work

Work place	Frequency	Percentage
Great Sedayu	84	30%
Great Podomoro	96	34.28%
BSA Land	100	35.72%

Source: Processed primary data, 2023

Results of testing data based on place of work, most of the respondents worked at BSA Land as many as 100 respondents or 35.72% of the total respondents. Furthermore, the respondents who worked at Agung Podomoro were 96 respondents or 34.28% of the total respondents, the last respondent who worked at Agung Sedayu was 84 respondents or 30%. From the profile of respondents according to their place of work, there are more employees who work in BSA land, because BSA land is located in a strategic and developing area in BSD compared to respondents who work in Agung Sedayu and Agung Podomoro.

**Table 6.** Frequency of Respondents Based on Employment Status

Employment status	Frequency	Percentage
Permanent employees	133	47.5%
Contract employees	147	52.5%

Source: Processed primary data, 2023

From the results of data testing based on employment status, most of the respondents with the status of contract employees were 147 respondents or 52.5% of the total respondents. Furthermore, respondents with permanent employee status were 133 respondents or 47.5% of the total respondents. From the profile of the respondents according to employment status, more employees with contract employee status are filled in, because currently the three companies do not want to increase the number of employees with permanent employee status in their respective companies.

### Descriptive statistics

Descriptive statistical tests are used to describe and describe a data in detail. Descriptive statistical tests in this study were reviewed based on the mean value and standard deviation, where the mean value is the average value of the respondent's answers, while the standard deviation value indicates the variation of the respondent's answers (Sekaran and Bougie 2016). If the value of the standard deviation is getting closer to the zero value, it means that the answers from the respondents are getting less varied, however, if the standard deviation is getting further away from the zero value, it means that the answers from the respondents are getting varied. Table 17 is the result of calculating descriptive statistics for each variable which is explained through the average (mean) and standard deviation.

**Table 7.** Compensation Descriptive Statistics

Indicator	Means
How satisfied are you with the salary provided by the company	4.4250
Salary paid on time	4.3550
The wages provided by the company are adequate and competitive	4.4550
How satisfied are you with the incentives provided by the company	4.4250
The compensation given by the company is fair	4.4200
How satisfied are you with the allowance provided by the company	4.2750
How satisfied are you with the overtime allowance provided by the company	4.3650
How satisfied are you with the health facilities provided by the company	4.3300
How satisfied are you with the sabbatical provided by the company	4.3500
<b>compensation</b>	<b>4.3778</b>

The average value for the compensation variable is 4.3778 where this value indicates that respondents feel they are getting good compensation. The highest average value is 4.4550 which shows respondents agree that the wages provided by the company are adequate and competitive. Meanwhile the lowest average value is 4.2750 which shows that the respondents are satisfied with the allowance provided by the company.

**Table 8. Work Environment Descriptive Statistics**

<b>Indicator</b>	<b>Means</b>	<b>Std Deviation</b>
I feel close to people	3.8450	.89722
I receive recognition when I complete a job well	3.9350	.91924
<b>WorkEnvironment</b>	<b>3.8900</b>	<b>.83450</b>

The average value for the work environment is 3.8900 which shows that respondents feel that the work environment in this company is considered good. The highest average value is 3.9350 which shows that respondents agree that employees receive recognition when they complete a job well. Meanwhile the lowest average value is 3.8450 which shows that respondents feel close to people.

**Table 9. Job Autonomy Descriptive Statistics**

<b>Indicator</b>	<b>Means</b>	<b>Std Deviation</b>
Work allows me to make my own decisions about how I schedule work	4.3250	.86784
Work allows me to decide the order in which work is done	4.2150	.83201
My job allows me to plan how I do my job	4.3150	.89430
Work gives me the opportunity to use my own initiative in carrying out work	4.0300	.99703
Work allows me to make my own decisions	4.0300	.96110
Work gives me autonomy in making decisions	3.9050	.98531
Work allows me to make decisions about what methods I use to get work done	4.0600	.97527
Work provides me with considerable opportunity for independence and freedom in how I do my work	4.0550	.98326
Work allows me to decide for myself how to do my job	3.9450	.89778
<b>Job Autonomy</b>	<b>4.0978</b>	<b>.72784</b>

The average value for the job autonomy variable is 4.0978 which shows that employees in the company get great autonomy at work. The highest average value is on the indicator 4.3150 which shows respondents agree that the work done makes it possible to plan how employees do the work. While the lowest average value is 3.9050 which shows employees agree that work gives autonomy in making decisions.

**Table 10. Job Satisfaction Descriptive Statistics**

<b>Indicator</b>	<b>Means</b>	<b>Std Deviation</b>
I am satisfied with the opportunity in this company to use my own initiative in my work	4.2550	.82057
Relations with co-workers are good	4.1950	.80011
I am satisfied with the promotion/career and salary offered by the company	4.1100	.88986
<b>Job Satisfaction</b>	<b>4.1867</b>	<b>.72264</b>

The average value for the job satisfaction variable is 4.1867 which shows that employees in this company have good satisfaction. The highest average value is 4.2550 which shows that respondents are satisfied with

the opportunity in this company to use their own initiative in work. Meanwhile the lowest average value is 4.1100 which shows respondents are satisfied with the promotion/career and salary offered by the company.

**Table 11.** Employee Performance Descriptive Statistics

<b>Indicator</b>	<b>Means</b>
Evaluation of employee performance is closely related to a series of duties and responsibilities of employees	3.8400
Evaluation of employee performance on a series of tasks is considered important by superiors	3.9750
There is an evaluation of employee performance in writing and operationally	4.0550
The results of employee performance evaluation are closely related to salary	3.8100
The provision of feedback on the results of employee performance evaluation	3.7600
<b><i>Employee Performance</i></b>	<b>3.8880</b>

The average value for the employee performance variable is 3,880 which shows that employees in this company have good performance. The highest average value is 4.0550 which shows that respondents agree that there is an evaluation of employee performance in writing and operationally. Meanwhile, the lowest average value is 3.7600, which indicates that respondents agree that there is feedback on the results of employee performance evaluations.

### Hypothesis Testing Results

The hypothesis testing used in this study is a statistical method, using structural analysis, because according to (Sekaran and Bougie, 2016), this method can predict changes in the dependent variable which is associated with changes that occur in the independent variable ( independent). The error tolerance limit used is 5% ( $\alpha = 0.05$ ) on the basis of the following decision:

1. If the p-value  $< 0.05$  then  $H_0$  is rejected, meaning that there is a significant effect. The conclusions drawn, the decision hypothesis is accepted
2. If the p-value  $> 0.05$  then  $H_0$  is accepted, meaning that there is no significant effect, conclusions are drawn, the hypothesis decision is rejected

**Table 12.** Hypothesis Testing Results

<b>Indicator</b>	<b>Standardized Estimates</b>	<b>P-Value</b>	<b>Decision</b>
H1. <i>Compensation</i> affects <i>Employee Performance</i>	-0.109	0.125	H1 Rejected
H2. <i>Compensation</i> affects <i>Job Satisfaction</i>	0.197	0.016	H2 Supported
H3. <i>Compensation</i> has an effect on <i>Employee Performance</i> mediated by <i>Job Satisfaction</i>	0.080	0.044	H3 supported
H4. <i>Work Environment</i> affects <i>Job Satisfaction</i>	0.410	0.000	H4 Supported
H5. <i>Work Environment</i> influences <i>Employee Performance</i>	0.502	0.000	H5 supported
H6. <i>Work Environment</i> influences <i>Employee Performance</i> mediated by <i>Job Satisfaction</i>	0.167	0.0029	H6 supported
H7 . <i>Job satisfaction</i> mediates the positive influence between <i>job</i>	0.144	0.011	H7 supported

### **Hypothesis Testing Results 1**

Hypothesis 1 examines the effect of compensation on employee performance with the sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

Ho1: Compensation has no positive effect on employee performance

H1 : compensation has a positive effect on employee performance

From the results of hypothesis testing it is known that the significant value for the relationship between the compensation variable on employee performance is  $0.125 > 0.05$ , which means that there is no significant effect of compensation on employee performance. From these results it can be concluded that there is no positive and significant effect of compensation on employee performance and the first hypothesis in this study failed to be supported.

### **Hypothesis Testing Results 2**

Hypothesis 2 tests the effect of compensation on job satisfaction by sounding the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

Ho2: Compensation has no positive effect on job satisfaction

H2: compensation has a positive effect on job satisfaction

From the results of testing the hypothesis it is known that the significant value for the relationship between the compensation variable on job satisfaction is  $0.016 < 0.05$  with an effect value of 0.197 which can be interpreted that there is a significant effect of compensation on job satisfaction. From these results it can be concluded that there is a positive influence and significant effect of compensation on job satisfaction and the second hypothesis in this study is supported.

### **Hypothesis Testing Results 3**

Hypothesis 3 examines the effect of compensation on employee performance by mediating job satisfaction with the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

Ho3: Compensation has no positive effect on employee performance mediated by job satisfaction

H3: compensation has a positive effect on employee performance by mediating job satisfaction

From the results of testing the hypothesis it is known that the significant value for the relationship between the compensation variable on employee performance by mediating job satisfaction is  $0.044 < 0.05$  with an effect value of 0.080 which means that there is a significant effect of compensation on employee performance by mediating job satisfaction. From these results it is concluded that job satisfaction can mediate fully the effect of compensation on employee performance so that the third hypothesis in this study can be supported.

### **Hypothesis Testing Results 4**

Hypothesis 4 examines the effect of the work environment on job satisfaction by sounding the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

Ho4: Work environment has no positive effect on job satisfaction

H4: Work environment has a positive effect on job satisfaction

From the results of hypothesis testing it is known that the significant value for the relationship between the work environment variable on job satisfaction is  $0.000 < 0.05$  with an effect value of 0.410 which can be interpreted that there is a significant influence of the work environment on job satisfaction. From these results it is concluded that there is a significant influence positive and significant impact of the work environment on job satisfaction and the fourth hypothesis in this study is supported.

### **Hypothesis Testing Results 5**

Hypothesis 5 examines the effect of the work environment on employee performance with the sound of the null hypothesis (Ho) and the alternative hypothesis (Ha) as follows:

Ho5: Work environment has no positive effect on employee performance

H5: Work environment has a positive effect on employee performance



From the results of testing the hypothesis it is known that the significant value for the relationship between the work environment variable on employee performance is  $0.000 < 0.05$  with an effect of 0.502 which can be interpreted that there is a positive and significant effect of the work environment on employee performance. From these results it is concluded that there is an influence positive and significant impact of compensation on employee performance and the fifth hypothesis in this study is supported.

### **Hypothesis Testing Results 6**

Hypothesis 6 examines the effect of the work environment on employee performance by mediating job satisfaction with the null hypothesis ( $H_0$ ) and the alternative hypothesis ( $H_a$ ) as follows:

$H_{06}$ : Work environment has no positive effect on employee performance mediated by job satisfaction

$H_6$ : Work environment has a positive effect on employee performance by mediating job satisfaction

From the results of testing the hypothesis it is known that the significant value for the relationship between work environment variables on employee performance by mediating job satisfaction is  $0.029 < 0.05$  with an effect value of 0.167 which means that there is a significant effect of the work environment on employee performance by mediating job satisfaction. From these results it is concluded that job satisfaction can mediate partially the effect of the work environment on employee performance so that the sixth hypothesis in this study can be supported.

### **Hypothesis Testing Results 7**

Hypothesis 7 tests the effect of job autonomy on employee performance by mediating job satisfaction, the null hypothesis ( $H_0$ ) and the alternative hypothesis ( $H_a$ ) are as follows:

$H_{07}$ : job autonomy has no positive effect on employee performance mediated by job satisfaction

$H_7$ : job autonomy has a positive effect on employee performance by mediating job satisfaction

From the results of hypothesis testing it is known that the significant value for the relationship between the variable job autonomy on employee performance by mediating job satisfaction is  $0.011 < 0.05$  with an effect value of 0.144 which can be interpreted that there is a significant effect of job autonomy on employee performance by mediating job satisfaction. From these results it is concluded that job autonomy can fully mediate the influence of the work environment on employee performance so that the sixth hypothesis in this study can be supported.

## **B. Discussion of Research Results**

The results of testing the first hypothesis show that there is no significant effect of compensation on employee performance. These results indicate that good compensation may not necessarily improve the performance of these employees. This can happen because how the performance of employees is not only determined by compensation factors but many other factors, for example salary satisfaction, wages provided by the company are adequate and competitive, compensation provided by the company, overtime benefits, health benefits and so on. The results of this study do not support the results of previous research conducted by Idris et al (2020) which showed that there is an effect of compensation on employee performance.

The second hypothesis examines the effect of compensation on job satisfaction. The results of the study show that there is a positive and significant effect of compensation on job satisfaction where the better the compensation received by employees, the better the job satisfaction of employees. Compensation is everything that employees receive as compensation for their work. Compensation is also considered as all forms of compensation provided by the company to its employees for the sacrifice of the employee concerned (Handoko in Idris, 2020). When employees feel that the compensation received is in accordance with their work, the employee will be satisfied. This research is in line with research conducted by Idris et al (2020) which shows that there is an effect of compensation on job satisfaction.

The third hypothesis examines the effect of compensation on employee performance by mediating job satisfaction. The results of the test show that job satisfaction can mediate the effect of compensation on employee performance through job satisfaction. These results indicate that when employees feel that the compensation received is good and in accordance with the sacrifices and work done by the company, the employees will feel good job satisfaction. This good job satisfaction will form a positive attitude of employees towards their work which will ultimately encourage better performance of these employees. This

research is in line with research conducted by Idris et al (2020) which shows that there is an effect of compensation on employee performance by mediating job satisfaction.

The fourth hypothesis examines the effect of the work environment on job satisfaction and the results of the research show that there is a positive and significant effect of the work environment on job satisfaction. This shows that the perception of a comfortable work environment that is felt will encourage higher employee job satisfaction. The results of this study support previous research conducted by Idris et al (2020) which showed the influence of the work environment on job satisfaction.

The fifth hypothesis examines the effect of the work environment on employee performance. The results of the test show that there is a positive and significant effect of the work environment on employee performance. This shows that a work environment that is considered good and supportive can improve the performance of employees. This can happen because a supportive environment such as a calm, comfortable work environment and harmony between employees will create a more positive situation at work so that it supports better performance of employees. The results of this study support previous research conducted by Idris et al (2020) which showed the effect of the work environment on employee performance.

The sixth hypothesis examines the effect of the work environment on employee performance by mediating job satisfaction. The results of the test show that there is a positive and significant effect of the work environment on employee performance mediated by job satisfaction. This shows that a work environment that is considered good and supportive such as a calm, comfortable work environment and harmony between employees will create employee job satisfaction where satisfied employees will be more enthusiastic and have positive aspects of work so that it will encourage better employee performance. The results of this study support previous research conducted by Idris et al (2020) which showed that there is an effect of the work environment on employee performance by mediating job satisfaction.

The seventh hypothesis tests the effect of job autonomy on employee performance by mediating job satisfaction. The results of the test show that there is a positive and significant effect of job autonomy on employee performance mediated by job satisfaction. This shows that when employees have good autonomy which indicates a certain freedom or independence in work this will encourage high employee job satisfaction. Job satisfaction is defined as pleasure or an emotional atmosphere that comes from thoughts based on work experience. When employees feel happy with work and have positive emotions, this will encourage better performance from these employees. The results of this study are in accordance with research from Tran et al (2020) which shows that there is an effect of job autonomy on employee performance by mediating job satisfaction.

## **CONCLUSION**

Based on the results of the analysis in the previous chapter, the conclusions from this study are:

1. Compensation has no effect on Employee Performance
2. Compensation affects Job Satisfaction
3. Compensation has an effect on Employee Performance mediated by Job Satisfaction
4. Work Environment affects Job Satisfaction
5. Work Environment influences Employee Performance
6. Work Environment influences Employee Performance mediated by Job Satisfaction
7. Job satisfaction mediates the positive influence between job autonomy and employee performance.

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