

# **The Influence of Work Environment and Compensation on Employee Performance Through Job Satisfaction in the Office of the Regional Financial Management Agency Bantaeng Regency**

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## **Abstract**

This study aims to (1) analyze the effect of work environment and compensation on job satisfaction at the Regional Financial Management Office, Bantaeng Regency; (2) analyzing the impact of the work environment and compensation on employee performance at the Bantaeng Regency Regional Financial Management Agency Office; (3) analyzing the impact of job satisfaction on employee performance at the Office of the Regional Financial Management Agency, Bantaeng Regency; (4) analyzing the impact of the work environment and compensation on employee performance through job satisfaction at the Regional Finance Management Agency Office of Bantaeng Regency. This research was conducted at the Regional Financial Management Agency Office of Bantaeng Regency. The sample used the purposive sampling method, namely, taking samples according to specific considerations and criteria—a total of 100 respondents in the Office of the Regional Financial Management Agency Bantaeng Regency. The data collection method used is direct interviews for related parties from the issues studied and questionnaires' distribution as in the research conducted. The data analysis used is descriptive and path analysis. The results showed that (1) the work environment and compensation had an effect on job satisfaction at the Regional Financial Management Agency Office of Bantaeng Regency; (2) the work environment and compensation have an impact on the performance of employees at the Regional Financial Management Agency Office of Bantaeng Regency; (3) job satisfaction affects employee performance at the Regional Financial Management Agency Office of Bantaeng Regency; (4) work environment and compensation have an impact on employee performance through job satisfaction at the Regional Finance Management Agency Office of Bantaeng Regency.

## **Keywords**

Work Environment, Compensation, Job Satisfaction, and Employee Performance

## **1. Introduction**

Human resources need to be improved sustainably to obtain quality HR work results in a real sense, namely the profession that is carried out to create something that is desired. Quality is not only intelligent; it fulfills all the

qualitative requirements demanded by the profession. As a result, the profession can be completed conceptually. High-performing Human Resources will do work related to organizational goals, such as quality and efficient work results. The work environment influences job satisfaction. If the working conditions are good (a clean and attractive environment), the work will be easily handled (Tamsah, Ansar, ). On the other hand, if the working conditions are not pleasant (hot and noisy), it will have the opposite effect. In addition, state that several factors ensure activity satisfaction, one of which is a supportive activity situation; employees are concerned about a good activity area for individual comfort or make it easier to carry out good obligations (Zacharias ). The design above is in line with the research attempted (Anwar; Arfan). The research findings prove that the work environment has a positive and significant effect on job satisfaction.

Work environment factors that have an impact on job satisfaction, compensation factors also have an impact on job satisfaction. One of the goals of compensation is to increase job satisfaction. With compensation, employees will meet their physical, social status, and egoistic needs to obtain job satisfaction from their position (Tamsah et al. 2019). One of the characteristics that affect job satisfaction is salary or wages, which are a factor in meeting the needs of employees who are considered worthy or not (Mustafa ). When wages are seen as fair based on job demands, individual skill levels, and communication standards, satisfaction is likely to result. The concept is also in line with the research that has been done (Makmur; Sandra); his findings in the study show that compensation has a positive and significant effect on employee job satisfaction.

The work environment affects employee performance, mentions where the work environment is anything around employees and can influence carrying out burdensome tasks (Djibu ; Yusuf ; Apriyanto and Umanailo; Muhasidah ). Not only that, the physical work environment is all conditions in the form of a body near the place of activity that can affect employees' ability directly or indirectly (Sofyan). Revealed that one of the factors that can influence employees to stay in one organization is a work environment in the form of a harmonious relationship between coworkers. Harmonious and familial relationships are some of the factors that can affect employee performance. The concept above is in line with research conducted; the study's findings indicate a significant influence between the work environment on employee work performance (Sutanto and Suwondo).

Also, aspects of the area of activity that affect employees' ability, compensation aspects affect the ability of employees. Compensation is an appreciation given by employees either directly or indirectly, financially, or non-financially balanced, to employees for their donations in achieving organizational goals. As a result, compensation is very much needed by any institution to improve the ability of its employees. The design above is in line with the research conducted. The findings of the research prove that compensation has a positive and vital impact on employee performance.

The phenomenon related to employees' ability at the Regional Financial Management Agency Bantaeng Regency Office is that the work is still not running optimally. This can be seen in terms of quality. There are still many employees who do not have the ability in t (Umanailo et al. 2020 ),their field of work. The Bantaeng Regency Regional Financial Management Agency employees still need additional employees to add employees in each section. The guidance for the employees of the Bantaeng Regency Regional Financial Management Agency still needs to be improved.

Based on theoretical explanations, infrastructure, empirical research, and the facts and cases that occurred above, the author was attracted to learn about the effects of the work environment and compensation on employee performance through job satisfaction. Therefore, the author quotes the title *The Effect of Work Environment and Compensation on Performance Employees Through Job Satisfaction at the Office of the Regional Financial Management Agency of Bantaeng Regency*.

## **2. Literature Review**

The environment is institutions or external forces that can affect organizational performance; the environment is formulated into two: the general environment and the unique environment (Dhermawan et al. 2012). The general environment is anything outside the organization that has the potential to affect the organization. The area is formulated into 2, namely the common area and the area (Ningrum 2020). A common area is anything outside the body that can affect the body. This area is a social situation and a technological situation that includes activity facilities in activity equipment facilities, activity equipment facilities, social facilities, and technology.

Gives something that employees obtain in response to services for their activities, which workers obtain in response to their activities. Compensation relates to internal and external stability (Rachman et al. 2020). States that compensation as a system of rewards or rewards is the totality of profit packages. Institutions can make something useful for their members and follow how the methods and reward methods are distributed.

Explain that job satisfaction is a unidimensional building, where a person has ordinary happiness or dissatisfaction with his profession. Positive actions to the profession by conception can be claimed as job satisfaction, and negative actions are like dissatisfaction. Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards workers receive and the amount they believe they should receive (Adha 2019).

Performance results from an activity achieved by a person in carrying out his duties on skills, efforts, and opportunities (Aruan and Fakhri 2017). Based on the explanation above, performance is something that a person achieves in carrying out tasks based on skills, experience, intensity, and duration for standards and benchmarks inaugurated earlier, performance is the result of work that a person or group of people can achieve in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and by morals and ethics (Hasibuan et al. 2018).

### 3. Results

The method used in this study is a quantitative research method where the data obtained from the research population sample is then analyzed according to the statistical method. Used and then interpreted using a quantitative approach, examining specific theories by examining the bonds between variables.

The research design used in this research is survey research; survey research is included in quantitative research to examine the behavior of an individual or group. In general, survey research uses a questionnaire as a data collection tool. Survey research takes a sample from one population and uses a questionnaire as the primary collection tool. The analytical method taken by the researcher is Path Analysis because the researcher wants to determine how the influence of the work environment and compensation on employee performance through job satisfaction at the Office of the Regional Financial Management Agency in Bantaeng Regency.

#### 3.1. Testing 1

Results of Analysis of Substructure Path 1 is presented in Table 1.

Table 1. Results of Analysis of Substructure Path 1

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	Work Environment (X1)	.296	.099	.238	2.990	.004
	Compensation (X2)	.379	.055	.549	6.903	.000
<b>a. Dependent Variable: Job Satisfaction (Y1)</b>						

Source: Primary data, processed in 2021

Based on Table 1 above, the significance value for the work environment variable on job satisfaction is 0.004. The significance value for the compensation variable on job satisfaction is 0.000 because a significance value of fewer than 0.05 means that the work environment variable (X1) and compensation (X2) have a positive and significant effect on job satisfaction (Y1).

Table 2. Substructure Determination Test Result 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638(a)	.407	.395	1.095
a. Predictors: (Constant), Work Environment (x1), Compensation (x2)				

Source: Primary data, processed in 2021

Based on the calculation results obtained, the price of the correlation coefficient with an R square value of 0.407 (Table 2). The coefficient of determination (R<sup>2</sup>) price indicates that the contribution of work environment determination and compensation to job satisfaction is 40.7%. While the remaining 59.3% is the influence of other factors that are not included in this model. Meanwhile, the magnitude of the path coefficient for other variables outside the study is equal to  $(pYe1) = 1 - R^2 = 1 - 0.407 = 0.770$ .

### 3.2. Testing 2

Table 3. Results of Analysis of Substructure Path 2

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Work environment (x1)	.285	.057	.342	4.973	.000
Compensation (x2)	.132	.037	.286	3.561	.001
Job Satisfaction (y1)	.255	.056	.381	4.541	.000

**a. Dependent Variable: Employee Performance (Y2)**

Source: Primary data, processed in 2021

Based on Table 3 above, the significance value for the work environment variable on employee performance is 0.000, the significance value for the compensation variable on employee performance is 0.001. And the significance value for the job satisfaction variable on employee performance is 0.000 because the significance value is less than 0.05 means that the variables of the work environment (X1), compensation (X2), and job satisfaction (Y1) have a positive and significant influence on employee performance (Y2).

Table 4. Determination Test Result Substructure 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854(a)	.729	.711	.546

**a. Predictors: (Constant), work environment (X1), compensation (X2), job satisfaction (Y1)**

Source: Primary data, processed in 2021

Based on the calculation results obtained, the price of the correlation coefficient with an R square value of 0.729 (Table 4). The coefficient of determination (R<sup>2</sup>) price indicates that the contribution of work environment determination, compensation, and job satisfaction to employee performance is 72.9%. While the remaining 27.1% is the influence of other factors that are not included in this model. Meanwhile, the magnitude of the path coefficient for other variables outside the study is  $(pYe2) = \sqrt{1 - R^2} = \sqrt{1 - 0.729} = 0.521$ .

### 3.3. Hypothesis test

The direct influence of the work environment on job satisfaction; The beta coefficient of the work environment (X1) on job satisfaction (Y1) is 0.238 with a significance value of 0.004 or below 0.05. Beta coefficient also shows that the influence of the work environment (X1) on job satisfaction (Y1) is positive. This means that the work environment (X1) has a positive and significant effect on job satisfaction (Y1). Thus hypothesis 1, which states that the work environment has a positive and significant effect on job satisfaction at the Regional Financial Management Agency Office of Bantaeng Regency, is accepted.

The direct effect of compensation on job satisfaction; The beta coefficient of the effect of compensation (X2) on job satisfaction (Y1) is 0.549 with a significance value of 0.000 or below 0.05. Beta coefficient also shows that compensation (X2) on job satisfaction (Y1) is positive. This means that compensation (X2) has a positive and significant effect on job satisfaction (Y1). Thus hypothesis 2 states that compensation has a positive and significant effect on job satisfaction at the Regional Financial Management Agency Office of Bantaeng Regency, is accepted.

The direct influence of the work environment on employee performance; The beta coefficient of the work environment (X1) on employee performance (Y2) is 0.342 with a significance value of 0.000 or below 0.05. Beta coefficient also shows that the influence of the work environment (X1) on employee performance (Y2) is positive. This means that the work environment (X1) has a positive and significant effect on employee performance (Y2). Thus hypothesis 3, which states that the work environment has a positive and significant effect on employee performance at the Regional Financial Management Agency Office of Bantaeng Regency, is accepted.

The direct effect of compensation on employee performance; The beta coefficient of the effect of compensation (X2) on employee performance (Y2) is 0.286 with a significance value of 0.001 or below 0.05. Beta coefficient also shows that compensation (X2) on employee performance (Y2) is positive. This means that compensation (X2) has a positive and significant effect on employee performance (Y2). Thus hypothesis 4, which states that compensation has a positive and significant effect on employee performance at the Regional Financial Management Agency Office of Bantaeng Regency, is accepted.

The direct effect of job satisfaction on employee performance; The beta coefficient of the effect of job satisfaction (Y1) on employee performance (Y2) is 0.381 with a significance value of 0.000 or below 0.05. Beta coefficient also shows that job satisfaction (Y1) on employee performance (Y2) is positive. This means that job satisfaction (Y1) has a positive effect on employee performance (Y2). Thus hypothesis 5, which states that job satisfaction has a positive and significant effect on employee performance at the Regional Financial Management Agency Office of Bantaeng Regency, is accepted.

The value of the indirect effect of the work environment (X1) on employee performance (Y2) through job satisfaction (Y1) is the result of the multiplication of the beta value of the work environment coefficient (X1) on job satisfaction (Y1), which is 0.238 with the beta value of the work satisfaction coefficient (X1). Y1) on employee performance (Y2) is 0.381, plus/summed by the beta value of the work environment coefficient (X1) on employee performance (Y2), which is 0.342, formulated mathematically, that is  $(0.238 \times 0.381) + 0.342 = 0.433$ . Thus, the value of the indirect effect of the work environment (X1) on employee performance (Y2) through job satisfaction (Y1) is 0.433.

Thus, hypothesis 6, which states that the work environment has a positive and significant effect on employee performance through job satisfaction at the Regional Financial Management Agency Office of Bantaeng Regency, is accepted.

Thus, the overall effect of causality on work environment variables (X1) and compensation (X2) on employee performance (Y2) through job satisfaction (Y1) can be described in the structural model as follows:

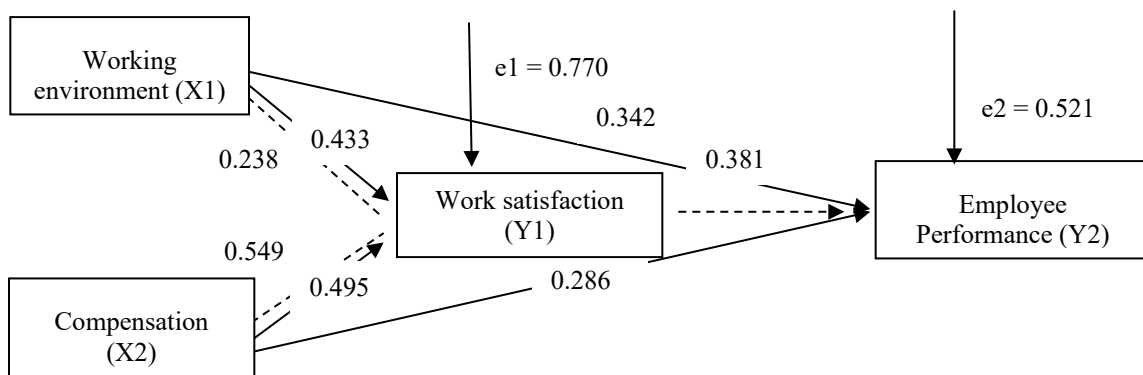


Figure 1. Overall Path Diagram of Research Structure

Based on the Figure 1 path diagram of the existing causality relationship's overall research structure, the direct, indirect, and total effects can be seen. The following are the results of the overall research structure, which are shown in the following Table 5:

Table 5. Summary of Influence Results

<b>Variable Influence</b>	<b>Coefficient Line</b>	<b>Coefficient Value</b>
The direct influence of work environment (X1) on job satisfaction (Y1)	X1--> Y1	0.238
The direct effect of compensation (X2) on job satisfaction (Y1)	X2--> Y1	0.549
The direct effect of the work environment (X1) on employee performance (Y2)	X1--> Y2	0.342
The direct effect of compensation (X2) on employee performance (Y2)	X2--> Y2	0.286
The direct effect of job satisfaction (Y1) on employee performance (Y2)	Y1--> Y2	0.381
The indirect effect of the work environment (X1) on employee performance (Y2) through job satisfaction (Y1)	X1--> Y1--> Y2	0.433
The indirect effect of compensation (X2) on employee performance (Y2) through job satisfaction (Y1)	X2--> Y1--> Y2	0.495
Effect of the total work environment (X1) on employee performance (Y2)	X1--> Y2	$0.342 + 0.433 = 0.775$
Effect of total compensation (X2) on employee performance (Y2)	X2--> Y2	$0.286 + 0.495 = 0.781$
Effect of total job satisfaction (Y1) on employee performance (Y2)	Y1--> Y2	0.381
e1	-	0.770
e2	-	0.521

#### **4. Discussion**

Based on the research results and discussion related to the influence of the work environment, compensation, and job satisfaction on employee performance. It can be concluded that the work environment and compensation positively affect employee performance through job satisfaction at the Regional Financial Management Agency Office of Bantaeng Regency.

The effect of work environment variables on job satisfaction is positive. This means that an increase in the work environment will be followed by an improvement in job satisfaction, if other factors that affect the size of the work environment are considered constant. This study shows that there is a positive influence of the work environment on job satisfaction. This can be seen from the direct influence path analysis; the work environment results positively affect job satisfaction.

The effect of the compensation variable on job satisfaction is positive. This means that an increase in compensation will be followed by an improvement in job satisfaction, if other factors that affect the size of the compensation are considered constant. This study shows that there is a positive effect of compensation on job satisfaction. This can be seen from the direct influence path analysis; the results of compensation positively affect job satisfaction.

The effect of work environment variables on employee performance is positive. This means that an improvement will follow an increase in the work environment in employee performance, if other factors that affect the size of the work environment are considered constant. This study shows that there is a positive influence of the work environment on employee performance. This can be seen from the direct influence path analysis; the work environment results have a positive effect on employee performance. The effect of the compensation variable on employee performance is positive. This means that an improvement will follow an increase in compensation in employee performance with the assumption that other factors that affect the size of the compensation are considered constant. This study shows that there is a positive effect of compensation on employee performance. This can be seen from the direct influence path analysis; the results of compensation positively affect employee performance.

The effect of job satisfaction on employee performance is positive. This means that an improvement will follow an increase in job satisfaction in employee performance if other factors that affect job satisfaction are considered constant. This study shows that there is a positive influence of job satisfaction on employee performance. This can be seen from the direct influence path analysis; it is found that job satisfaction has a positive effect on employee performance.

#### **5. Conclusion**

Based on the study results, it can be concluded that the work environment and compensation have a positive effect on employee performance through job satisfaction at the Bantaeng Regency Regional Financial Management Agency office. Based on the discussion, suggestions can be made, both to develop knowledge and for practical purposes: The

study results indicate that the work environment and compensation variables, directly and indirectly, influence job satisfaction and employee performance, so the existence of work environment and compensation variables need to be maintained, especially in increasing job satisfaction and employee performance. The work environment and compensation can be a reference for leaders at the Bantaeng Regency Regional Financial Management Agency in making organizational policies related to increasing job satisfaction and improving employee performance. The Office of the Regional Financial Management Agency of Bantaeng Regency should pay more attention to Job Satisfaction because from the descriptive results, it is the respondent's assessment with the lowest total mean value among other variables.

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