The Effect of Remuneration and Work Environment on Satisfaction and Its Impact on Performance at Public Institution

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Abstract

The role of employee performance has a dominant influence in the process of achieving organizational goals, because with new ideas, problem solving skills and seizing opportunities or accuracy in making decisions. Many factors can affect performance, such as job satisfaction, remuneration, and work environment. The purpose of this study was to determine the effect of remuneration and work environment on satisfaction and its impact on performance at public institution. This study used quantitative approach, with samples of 250 respondents from 2125 populations of Civil Servants at Public Institution in Musi Rawas Utara. The sampling technique that was used is simple random sampling. Samples were taken randomly from 3 public institutions in Musi Rawas Utara. The analysis technique used in this study was Structural Equation Model (SEM) analysis approach. The results showed that there is a positive (0.73) and significant (t-value 3.96) effect between remuneration on job satisfaction. There is a positive (0.13) but insignificant (t-value 0.75) effect between the work environment on job satisfaction. There is a very weak (0.08) and insignificant (t-value 0.30) effect between remuneration on performance. There is a positive (0.33) and significant (t-value 1.99) effect between the work environment on the performance. There is a positive (0.55) and significant (t-value 3.04) effect between job satisfaction on performance.

Keywords
Remuneration, Work Environment, Job Satisfaction, Performance.

Introduction
Every organization certainly has organizational goals. One of the factors needed in order to achive these goals is the human resource factor (Santoso. 2017). Human resources that are managed and directed properly can create employees who have discipline and high performance. The role of employee performance has a dominant effect the process of achieving organizational goals, because with new ideas, problem solving skills and seizing opportunities or accuracy in making decisions. Performance is the result or work performance (output) both in quality and quantity achieved by human resources in carrying out their work assignments, in accordance with the responsibilities and time given (Syawal et al. 2019). Based on the results of interviews by researchers with one employees public institution of Musi Rawas Utara with the initials TS, on Monday, January 17, 2022. TS said that he often experienced a decline in performance, because he often did not complete assignments on time and the work results were not as expected. Limited time in completing tasks, and inadequate facilities made his performance as an employee not optimal. Employee performance is influenced by several factors, negative factors and positive factors. Positive factors that can improve performance include remuneration, work environment and work discipline. Remuneration is a reward or award for employees as a result of good performance in the organization, including by giving gifts, awards and promotions (Jusmalini. 2011). Based on data from the 2022 Work Plan at Employee Institution of Musi Rawas Utara. The Employee Work Evaluation Program has not been implemented at Musi Rawas Utara, making the staffing sector

or organization experiencing difficulties in providing rewards for employees who have done a good and maximum job. Providing good remuneration can provide attractiveness to employees and can increase job satisfaction and work motivation which in turn will directly improve individual performance. The results of the research by Pratama and Arik (2017) say that there is a significant effect of the remuneration system on employee job satisfaction. Job satisfaction is a positive feeling of employees towards their work, which is the result of the evaluation of each job characteristic. Employees who have job satisfaction tend to have positive feelings about their work, and vice versa (Robbins & Judge 2012). Uncomfortable work environment conditions, unclear division of main tasks and functions as well as lack of appreciation for employees at Public Institution of Musi Rawas Utara are some of the aspects that cause employees to view their work negatively. This is in line with the research of Syawal, et al. (2019) which states that job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. Musriha (2011) states that the work environment has a positive impact on employee performance.

A comfortable work environment causes the level of concentration of employees at work to increase, and this condition causes the level of employee productivity to increase. However, based on the results of researcher interviews with 10 employees of Musi Rawas Utara, showed that 80% of employees stated that they were not comfortable with the work environment, and only 20% stated that they were quite comfortable. Added to the results of observations that have been carried out by researchers from January 17, 2022 to January 18, 2022, the state of the work environment in Musi Rawas Utara has not supported employees to work comfortably. The description above that in line with the research of Santoso (2017) which states that the work environment affects employee satisfaction and performance. However, this is different from the results in the research of Qisthio (2018) and the research of Dhermawan et al. (2012) which states that the work environment variable has no significant effect on job satisfaction. This means that no matter how good the working environment conditions, it will not affect the level of employee job satisfaction. Based on the references described previously, there are gaps in the results of previous studies, so researchers need to conduct further research by examining the influence relationship of the related variables.

1.1 Objectives
The purpose of this study was to determine the effect of remuneration on job satisfaction, the effect of work environment on job satisfaction, to determine the effect of remuneration on performance, the effect of work environment on performance and to determine the effect of job satisfaction on performance in Public Institution.

2. Literature Review
2.1. Remuneration
According to the research of Syawal et al (2019), remuneration is the provision of compensation in accordance with the increase in employee performance. If employees provide high performance, high remuneration will also be obtained. Remuneration is any form of reward received by employees as a result of task performance in an organization, including gifts, awards or promotions (Santoso 2017). According to Mathis (2016) remuneration must have a positive impact or benefit, namely bonds cooperation, job satisfaction, effective procurement, motivation, ensuring justice, discipline, union influence, government influence. According to Mondy and Neo (in Marwansyah, 2010) remuneration indicators are remuneration in the form of salary, income and performance allowances, remuneration in the form of health insurance and pension programs.

2.2. Work environment
The work environment is everything that around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve work. cloud card in a company (Enny Maheasy 2019). Sihaloho and Siregar (2020) said that the work environment is one of the places most often used by employees in carrying out their daily activities. A pleasant work environment will provide a sense of comfort to employees so that it can affect employee performance. The factors that affect the work environment according to Enny Mahmudah (2019) are personal, leadership, team, system, and contextual factors. According to Setiawan (2016) the indicators of the work environment consist of a work atmosphere, relationships with colleagues, the availability of work facilities.

2.3. Job satisfaction

Job satisfaction is a person's positive feeling towards his job, which is the result of an evaluation while working on the job (Fitriansyah 2021). According to Wibiseno and Dewi (2018) Job satisfaction is one of the factors that can affect how employees carry out their duties and responsibilities at work. According to research by Saputra and Andani (2021) the factors that can increase job satisfaction are Work Environment, Motivation and Organizational Commitment. The factors of job satisfaction problems in all organizations are Co-worker Relations, Support for Working Conditions, Clarity of Task Division and Relationships with Superiors (Fitriansyah 2021). Based on research by Sugandi D (2018), job satisfaction has five indicators, namely Satisfaction with Salary, Satisfaction with the Work itself, Satisfaction with Promotion, Satisfaction with Supervision, and Satisfaction with Coworkers. Sukirno (2017) states that job satisfaction includes 5 (five) dimensions, namely the Job Itself, Supervision, Rewards (Pay), Promotion Opportunities, and Co-Workers.

2.4. Performance

Performance is work performance or work (output) both quality and quantity achieved by human resources per unit of time in carrying out their work assignments, in accordance with the responsibilities given to them (Syawal et al, 2019). According to research by Arya, et al (2018), employee performance is the ability of an employee to achieve work requirements, which can be completed on time and produce quality products and in accordance with the company's vision and mission. Thus, employee performance affects the quality of a product or service produced. According to Sudarmanto in (Kurniawati 2017) there are 4 performance indicators, namely quality of work, quantity of work, cooperation with others in work and punctuality. Meanwhile, according to Bernadin and Russell in (Ginting 2018) The performance indicators of an individual are as follows: quality, quantity, timeliness, cost effectiveness (effectiveness of spending in completing tasks and need for supervisors (independence in work).
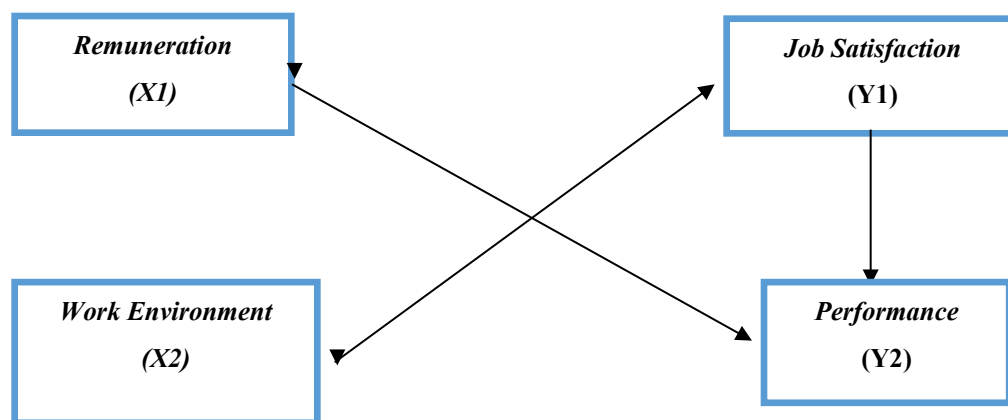

Figure 1. Framework Thinking

2.5. Hypothesis

The hypothesis of this study are :
1. There is a significant effect between remuneration on job satisfaction.
2. There is a significant influence between the work environment on job satisfaction.
3. There is a significant influence between remuneration on performance.
4. There is a significant influence between the work environment on performance
5. There is a significant influence between job satisfaction on performance.

3. Methods

This study used quantitative research methods to examine the effect between variables. There are 4 variables in this study, the independent variables are Remuneration (X1) and Work Environment (X2) and the dependent variables are Job Satisfaction (Y1) and Performance (Y2).

4. Data Collection

The source of data used in this research is the Public Institution of Musi Rawas Utara. The primary data in this study were questionnaires, observations, and interviews, and secondary data were obtained from books, journals, and other documents related to the research conducted. The research population are Civil Servants at Public Institution of Musi

Rawas Utara 2120 people with total sample of 250 respondents. The technique of distributing questionnaires is done by random sampling method where samples are taken from all members of the population at random without existing strata in the population. This analysis technique uses a Structural Equation Model (SEM) analysis approach.

5. Results and Discussion

5.1 Respondent Profile

The Respondents in this study were 250 Civil Servants at Public Institution of Musi Rawas Utara. Based on the age range, it showed that most of the respondents (67%) or 168 respondents are aged 25-35 years, there are (14%) or 35 respondents aged less than 25 years, there are (13%) or 33 respondents aged 35-45 years, and there are only (6%) or 14 respondents aged 45-55 years. Based on gender, the majority of research subjects were women, there are 132 people (53%) and men as many as 118 people (47%). This characteristic condition illustrates that the respondents who are taken represent a balanced gender and already represent the characteristics of the population Civil Servants at Public Institution of Musi Rawas Utara.

5.2 Descriptive Analysis

5.2.1. Description of Work Environment Variables

Table 1 is description the results of respondents' answers to statements from the Work Environment variable.

Table 1. Respondents' Responses to the Work Environment

| No | Indicator Items | Frequency of Answers Score | | | | | Min | Max | Achievements (%) |
		1	2	3	4	5			
1	My workplace security unit is working well so I feel safe	0	1	26	141	82	1054	1250	84%
2	My workplace ensures the safety of its employees at work	2	7	38	133	70	1012	1250	81%
3	Layout of work equipment such as tables, chairs etc. neatly arranged in the workspace	2	12	33	137	66	1003	1250	80%
4	Currently available work facilities are sufficient to support work activities	3	3	50	125	69	1004	1250	80%
5	The relationship between co-workers is very harmonious	0	6	42	133	69	1015	1250	81%
6	Every employee has the same opportunity for career advancement or to be promoted	0	0	25	139	86	1062	1250	85%
Average		1.17	4.83	35.67	134.67	73.67	1025	1250	82%

Source: Processed data, 2022

The Table 1 shows that 6 (six) indicator items for the overall Work Environment variable, the criteria are sufficient with an average score of 82. Overall, the work environment for Civil Servants at Public Institution of Musi Rawas Utara is considered sufficient, but there are several indicators that have values below the average as in the indicator items in numbers 3 and 4, namely "The layout of work equipment such as tables, chairs etc. is neatly arranged in the workspace and the currently available work facilities are sufficient to support work activities. " This shows that there needs to be an improvement in the Work Environment at Public Institution of Musi Rawas Utara. The work environment is a place where employees carry out daily activities. A conducive work environment provides a sense of security and allows employees to work optimally. The description above is in line with the research of Santoso (2017) which states that the work environment affects employee satisfaction and performance.

5.2.2. Description of Remuneration Variable

Table 2 is description the results of respondents' answers to statements from the Remuneration variable

Table 2. Respondents' responses to the variable Remuneration

No	Indicator Items	Frequency of Answers Score					Score Score	Score Max	Achievements (%)
		1	2	3	4	5			
1	I get health benefits according to my expectations	0	1	26	141	88	1057	1250	85%
2	The pension benefits provided are in accordance with applicable procedures and standards	2	7	38	133	70	1060	1250	85%
3	The remuneration I currently receive is in accordance with the position (responsibility within the position)	2	12	33	137	66	1099	1250	88%
4	The remuneration I currently receive is in accordance with work performance (results) work) has been achieved.	3	3	50	125	69	1085	1250	87%
5	I feel my work is always appreciated	0	6	42	133	69	1100	1250	88%
6	Where I work, provides equal opportunities for employees to be promoted to higher positions.	0	0	25	139	86	1062	1250	85%
Average		**1.17**	**4.83**	**35.67**	**134.67**	**74.67**	**1077,17**	**1250**	**86%**

Source: Processed data, 2022

The Table 2 shows that 6 (six) variable indicator items, the overall Remuneration is in the sufficient criteria with an average score of 86. However, there are several indicator items that have a value below the average value including "My place of work provides good opportunities. evenly distributed to employees to be promoted to higher positions. This shows that the provision of remuneration in the form of promotions has not been carried out optimally, whereas good remuneration can provide employee attractiveness and can increase job satisfaction and work motivation which in turn will directly improve individual performance. According to Mathis (2016) it has a positive impact or benefit, namely Cooperation Bonds, Job Satisfaction, Effective Procurement, Motivation, Ensuring Justice, Discipline, Influence of Trade Unions, Influence of Government. In line with the results of research by Pratama and Arik (2017), it is stated that there is a significant effect of the remuneration system on employee job satisfaction.

5.2.3 Description of Job Satisfaction Variables
Table 3 is description the results of respondents' answers to statements from the Job Satisfaction variable.

Table 3. Respondents' Responses to Job Satisfaction Variables

No	Indicator	Frequency of Answers Score					Score Score	Score Max	Achievements (%)
		1	2	3	4	5			
1	I am happy with the responsibilities of my current job.	0	1	5	155	89	1082	1250	87%
2	My current jobthis is within my capabilities.	0	0	1	159	90	1089	1250	87%
3	My salary is rightwith applicable standards	1	0	1	168	80	1076	1250	86%
4	I got a chance to get a raise	8	8	24	111	99	1035	1250	83%
5	I feel happy because there	3	7	28	136	76	1025	1250	82%

No	Indicator	1	2	3	4	5	Score	Max	%
	is an opportunity open for Promoted								
6	I happy with the level of career advancement of employees.	4	6	25	124	91	1042	1250	83%
7	I enjoy working with coworkers who provide me with sufficient support	4	3	1	141	101	1082	1250	87%
8	I enjoy working with coworkers who each other help get the job done	1	2	10	149	88	1071	1250	86%
9	I am happy with bosses who have high work motivation	0	3	9	148	90	1075	1250	86%
10	I am happy with superiors who can provide support to subordinate employees	0	3	4	146	97	1087	1250	87%
Average		**2.1**	**3.3**	**10.8**	**143.7**	**90.1**	**1066.4**	**1250**	**85%**

Source: Processed data, 2022

The Table 3 shows that 10 (ten) indicator items of the Job Satisfaction variable, the overall criteria are quite good with an average score of 85. However, there are several indicator items that have a value below the average value including "I feel happy because there is an opportunity open to promotion," and "I had the opportunity to get a raise." Meanwhile, "My current job is according to my ability" has the highest score. This shows that in general the level of job satisfaction for Civil Servants at Public Institution of Musi Rawas Utara is relatively good. Job satisfaction is a person's positive feeling towards his job, which is the result of an evaluation while working on the job (Fitriansyah 2021).

5.2.4 Description of Performance Variables

Table 4 is description the results of respondents' answers to statements from the Performance variable.

Table 4. Respondents' responses to the Performance variable

No	Indicator	Frequency of Answers Score					Score Score	Score Max	Achievements (%)
		1	2	3	4	5			
1	I am able to innovate in completing work.	2	0	0	139	109	1103	1250	88%
2	I always minimize mistakes in getting work done.	5	0	1	139	105	1089	1250	87%
3	I finish a job neatly.	0	0	7	128	115	1108	1250	89%
4	I am able to work to achieve/exceed the target.	5	0	9	148	88	1064	1250	85%
5	I finish work on time.	5	0	0	138	107	1092	1250	87%
6	I use my time effectively & efficiently.	0	0	0	126	124	1124	1250	90%
7	I am quick to act/take decision.	0	0	15	157	78	1063	1250	85%

8	I enjoy working as a team.	0	3	10	147	90	1074	1250	86%
9	I noforce opinion in discussion/meeting.	8	17	19	116	90	1013	1250	81%
Average		2.78	2.22	6.78	137.56	100.67	**1081.11**	**1250**	**86%**

Source: Processed data, 2020

Table 4 shows that of the nine item indicator variables, the overall performance is in good criteria with an average of 86. However, there are several indicators that have a value below the average value including "I do not force my opinion in discussions/meetings and I am fast in acting/making decisions. This shows that the accuracy and cooperation of work have not been implemented effectively, which is stated in the research of Syawal, et al (2019) that employee performance has a dominant influence in the process of achieving organizational goals, because with new ideas, problem solving skills and seizing opportunities or opportunities. accuracy in making decisions.

5.3 Structural Model

After conducting a confirmatory factor analysis (CFA) for each variable, then an analysis of the full model for the structural model is carried out. The estimation results for the full analysis of the initial structural model are shown in Figure 2.

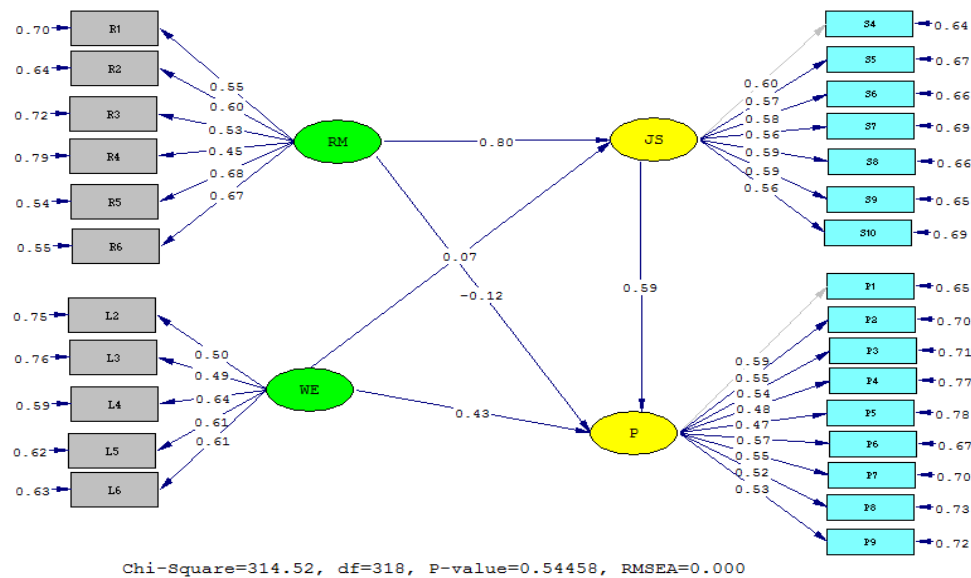
Chi-Square=314.52, df=318, P-value=0.54458, RMSEA=0.000

Figure 2. Full Model Initial Estimation Results

Figure 2 shows the parameter values in the relationship between the existing latent variables and the number of the loading factor values of each indicator forming the latent variable. The factor loading indicator item value is greater than 0.5 but there are several variable indicator items that have not reached 0.5. So it is necessary to do a reprocessing process to get a fit model.
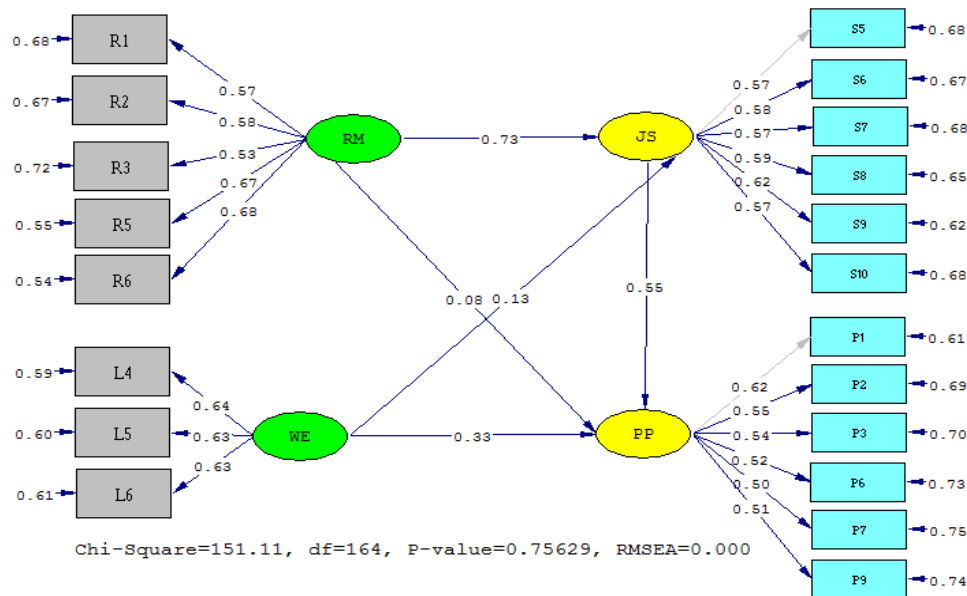
Figure 3. Final Result of Full Model Estimation.

Figure 4 shows the parameter values in the relationship between the existing latent variables and the number of the loading factor values of each indicator forming the latent variable. Based from the existing parameter values, it shows that the relationship between exogenous variables and endogenous variables is positive. The figure also shows the magnitude of the direct influence. Based on Figure 2. shows that there is a positive effect from exogenous variable to an endogenous variable. Where if the relationship between variables shows a positive and significant relationship, meaning that if the variable has increased, then the other variables also increase and vice versa. The overall test results for the full model analysis are shown in Figure 3.
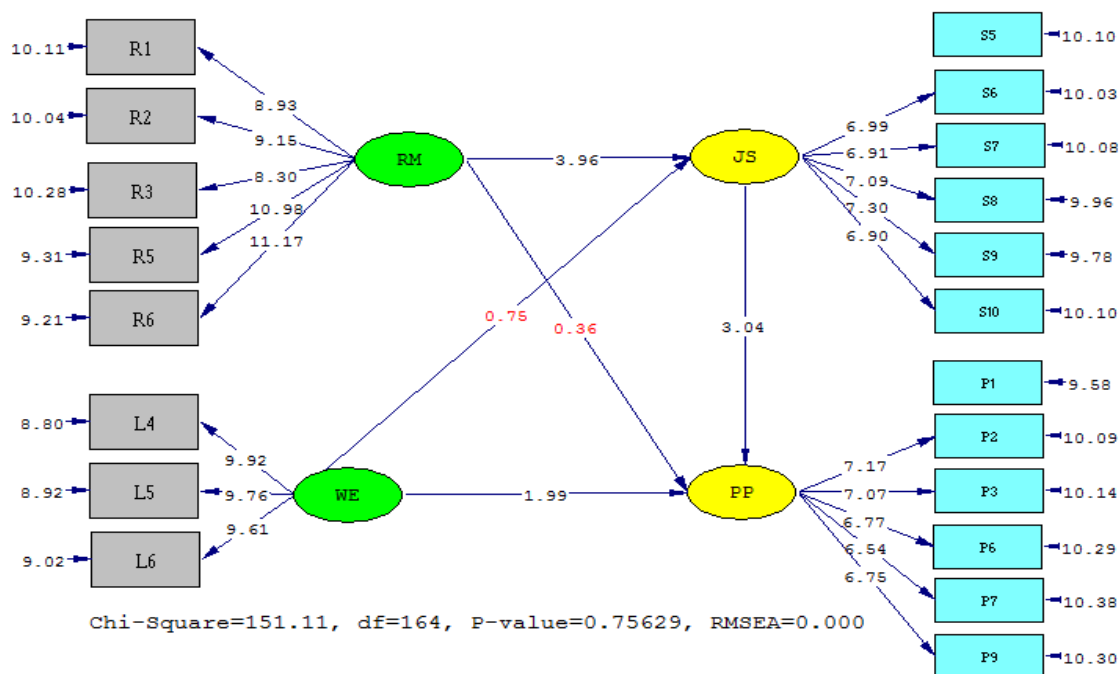

Figure 4. Full Model Test Results.

Figure 3 is the test result for the measurement model and the structural model. All parameters were tested by statistical t-test where the test was significant if the t-value obtained was more than 1.96, and vice versa if the t-count value obtained was less than 1.96 then the parameter was not statistically significant. All indicators forming the latent variable are significant, because the obtained t value is greater than 1.96, while the test results for the structural model, namely the relationship between the latent variables are significant and some are not significant.

Table 5. Results of Goodness of Fit (GOF) Full Model Final Test

No	Criteria	Limit Value	Results	Conclusion
1	*X2-chi square, Significance probability*	*p-value*0.05	0.75	Fit
2	GFI	> 0.90	0.94	Fit
3	AGFI	> 0.90	0.93	Fit
4	CFI	> 0.95	1.00	Fit
5	TLI or NFI	> 0.95	0.96	Fit
6	RMR	0.10	0.03	Fit
7	RMSEA	0.08	0.00	Fit

Based on Table 5, showed that the final test of the full model formed has met several statistical criteria of goodness of fit (GOF) such as Chi Square, GFI, AGFI, CFI, TLI, RMR and RMSEA, so that the final test of the full model has met the criteria of a good measurement model (fit). The test results of each structural model parameter are shown in Table 6.

Table 6. Results of Testing the Relationship between Latent Variables.

Endogenous Variables		Exogenous/ Endogenous Variables	Estimate	SE	t- Value	Note.	R2
Job satisfaction	<---	Remuneration	0.73	0.18	3.96	Significant	
Job satisfaction	<---	Work environment	0.13	0.18	0.75	Not significant	0.70
Performance	<---	Remuneration	0.08	0.22	0.36	Not significant	
Performance	<---	Work environment	0.33	0.17	1.99	Significant	0.,80
Performance	<---	Job satisfaction	0.55	0.18	3.04	Significant	

Based on Table 6 shows that of the 5 (five) hypotheses proposed, there are 3 (three) hypotheses that are accepted (significant) and the remaining 2 (two) are not significant. There is a positive effect between remuneration on job satisfaction of 0.73 with a t-value of 3.96. Statistically it can be stated that remuneration has a significant effect on job satisfaction because the t-value is greater than the t-table (1.96). This means that the better the remuneration system provided, the higher the level of employee job satisfaction. Providing good remuneration can provide attractiveness to employees and can increase job satisfaction and work motivation which in turn will directly improve individual performance. The findings of this study state that remuneration has a positive and significant effect on job satisfaction.

There is a positive influence between the work environment on job satisfaction of 0.13 with a t-value of 0.75 and statistically not significant because the t-value is smaller than the t-table (1.96). This means that there is no significant effect between the work environment on job satisfaction. According to research by Sihaloho and Siregar (2020) the work environment is one of the places most often done by employees in carrying out their daily activities. Factors that affect the environment according to Lestari and Harmon (2017) are lighting, air temperature, humidity, air circulation, and noise. A pleasant work environment will provide a sense of comfort to employees so that it can affect employee satisfaction and performance. Research findings that the work environment does not significantly affect job satisfaction. This condition illustrates that the work environment at Public Institution of Musi Rawas Utara does not significantly affect the satisfaction of the Civil Servants.

There is a very weak positive effect between remuneration on performance of 0.08 with a t-value of 0.36 and statistically not significant because the t-value is smaller than the t-table (1.96). This means that there is no significant effect of remuneration on performance.Remuneration is intended to stimulate employees to be motivated to do a much better and maximum job (Aswathappa in Rapsanjani & Johannes 2019).In line with Jusmalini's research (2011) Remuneration is a reward for employees as a result of good performance in the organization.. Research findingsResearch findings that remuneration does not significantly affect job satisfaction. This condition illustrates that remuneration management at at Public Institution of Musi Rawas Utara does not significantly affect the performance of Civil Servants. According to Maheasy Enny (2019) there are other factors that affect performance, namely abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction and others.

There is a positive influence between the work environment on performance of 0.33 with a t-value of 1.99. Statistically it can be stated that there is a significant effect between the work environment on performance because the t-value is greater than the t-table (1.96). This means that the more comfortable the work environment, the higher the performance. The work environment is everything that is around employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve employee work in a company (Enny Mahmudah, 2019). JIf the employee likes the work environment in which he works, the employee will feel comfortable in working and carrying out his activities so that work time can be used effectively. Productivity will be high and automatically employee performance will also be high. (Anggi, 2015).

There is a positive influence between job satisfaction on performance of 0.55 with a t-value of 3.04. Statistically it can be stated that job satisfaction has a significant effect on performance because the t-value is greater than the t-table (1.96). This means that the higher the level of job satisfaction, the performance will also increase. Employees who have job satisfaction tend to have positive feelings about their work. Someone who has a high level of satisfaction will have high motivation and productivity. The findings of this study indicate a significant effect on job satisfaction on performance. This means that the level of employee satisfaction at Public Institution of Musi Rawas Utara is very influential on performance. Supported by Enny (2019) that the factor that affects performance is job satisfaction. Feelings of pleasure or joy or feelings of liking someone before and after doing a job will also affect the work of employees. So job satisfaction can affect performance.

Conclusion

The conclusions of this study are 1) There is a positive and significant influence between remuneration on job satisfaction. 2) The positive but not significant effect of the work environment on job satisfaction. 3) There is no significant effect of remuneration on performance. 4) There is a positive and significant influence between the work environment on performance. 5) There is a positive and significant influence between Job Satisfaction on Performance. Based on the results, some suggestions are needed as follows. Management of remuneration for employees is felt to be still not carried out properly, so it is necessary to carry out employee management through: 1) Performance Evaluation; 2) Giving Rewards/Awards; 3) Giving Bonuses; 4) Position Promotion. The need of development of the work environment at Public Institution of Musi Rawas Utara through the addition or procurement of facilities and infrastructure that support performance so that employees feel comfortable and safe so as to improve the quality of employee performance in at Public Institution of Musi Rawas Utara. The limitation of this research is that it uses a purely quantitative approach, so that future researchers can conduct this research by adding qualitative research.

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