

**THE INFLUENCE OF COMPENSATION AND WORK
ENVIRONMENT TO EMPLOYEE PERFORMANCE THROUGH
JOB SATISFACTION AS INTERVENING VARIABLE
AT TRAC ASTRA RENT A CAR YOGYAKARTA BRANCH**

A RESEARCH JOURNAL

Presented as Partial Fulfillment of the Requirements
to Obtain the Bachelor Degree in Management Department



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**PENGARUH KOMPENSASI DAN LINGKUNGAN KERJA TERHADAP
KINERJA MELALUI KEPUASAN KERJA SEBAGAI VARIABEL
INTERVENING DI TRAC ASTRA RENT A CAR KANTOR CABANG
YOGYAKARTA**

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ABSTRAK

Penelitian ini adalah penelitian kuantitatif dan bertujuan untuk mengetahui pengaruh kompensasi dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening di TRAC Astra Rent A Car Kantor Cabang Yogyakarta. Sampel dari penelitian ini adalah karyawan dari TRAC Astra Rent A Car Kantor Cabang Yogyakarta sebanyak 58 responden. Alat analisis yang digunakan adalah regresi linier berganda dan analisis jalur menggunakan SPSS versi 24.0. Hasil dari penelitian ini menunjukkan bahwa (1) Kompensasi berpengaruh positif dan signifikan terhadap kepuasan kerja, (2) Lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja, (3) Kompensasi berpengaruh positif dan signifikan terhadap kinerja karyawan, (4) Lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, (5) Kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, (6) Kompensasi berpengaruh signifikan terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening, (7) Lingkungan kerja tidak berpengaruh signifikan terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening.

Kata Kunci : Kompensasi, lingkungan kerja, kepuasan kerja, kinerja karyawan.

INTRODUCTION

In the globalization era, the competition in the industry is getting higher. Organizations compete to achieve the most out of their performance. The competitive environment causes an organization to keep improving its performance continuously. However, the performance of an organization comes from the performance of employees itself because human resources become the most important resource in the organization. Because of that, human resource is becoming the key to achieve the success in organization. An individual who has a good performance is supported by a high level of job satisfaction in his or her work since job satisfaction is one of the major concerns of the organization (Onukwube, 2012).

The satisfaction in individual's job can be achieved when the individual and working aspects are supporting each other so that the job satisfaction itself is derived from how individual feels towards his or her job. If an employee has fulfilled his or her satisfaction towards their job, the performance can gradually become more productive. It is proven by Javed *et al.* (2014) that stated job satisfaction positively affects employee's job performance.

According to Mathis & Jakson (2007), the effort to be done is to improve the compensation, which is an important factor affecting how and why people work in an organization and not in other companies. Golonggom *et al* (2016) showed that compensation has a significant and positive influence on employee's performance. The organization should give appropriate amount of compensation to its employees as their remuneration towards their contribution to the organization.

The organization has to ensure the factors that are related to the employee's performance are fulfilled optimally, one of the factors is work environment (Sinungan, 2003). A comfortable work environment can lead to the increasing level of performance. It influences the way employees do their task on their work. It is proven by Kiruja & Karanja (2013) that there is a direct relationship between work environment and performance of employee: when work environment is conducive, employee performance increases and therefore work environment is an important predictor of employee performance.

Job satisfaction is particularly important in the service industries since it involves direct contact with customers and thus has a direct influence on company performance (Juan *et al.* 2011). As TRAC-Astra Rent a Car, which is the subsidiary of PT Serasi Autoraya and part of PT Astra International Tbk, is becoming the leading transportation solution service provider in Indonesia for more than 28 years of experience. As the market leader, it intends to provide a variety of solutions for customer needs. To achieve its intention, it needs to maintain their performance through their employee's job satisfaction, which is influenced by the compensation and work environment. Therefore, all those explanations above become the basis of this study.

Compensation and Job Satisfaction

According to Sugiyarti (2012), compensation has positive and significant effect towards job satisfaction of employee. She found the employees are expecting a fair compensation to feel satisfied with their job. While according to Mabaso (2017), he found that compensation has positive and significant effect to employee's job satisfaction. It is also supported by Nurcahyani & Adhyani (2015) that revealed compensation has positive effect towards job satisfaction. Therefore, a good compensation package can boost employees' job satisfaction level on their job. Based on the explanation above, the hypothesis can be concluded as:

H1: Compensation positive and significant effect to employee job satisfaction.

Work Environment and Job Satisfaction

With a good working environment, it will affect the job satisfaction felt by employees. Sugiyarti (2012) found that there is positive and significant influence of work environment towards employee job satisfaction. This statement is also supported by Pitaloka & Sofia (2014), which found that work environment significantly affects job satisfaction of employee. Moreover, a study conducted by Agbozo (2017) found that physical, social, and psychological work environment has positive and significant influence to employee job satisfaction. As the explanation above, the hypothesis can be concluded as:

H2: Work environment has a positive and significant effect to job satisfaction.

Compensation and Employee Performance

Sopiah (2013) found that compensation has positive and significant effects to employee performance, which she used two components of compensation; financial and non-financial compensation. Both financial and non-financial has positive and significant effects towards performance. Rustini (2015) also found that compensation has positive effects to performance of employee. Thus, other researchers also found that compensation package given to employee has positive and significant impact on the employee performance as well (Nurcahyani & Adhyani, 2016). So, based on the explanation above, the hypothesis can be concluded as:

H3: Compensation has a positive and significant effects to employee performance.

Work Environment and Employee Performance

When work environment is conducive, employee performance increases and therefore work environment is an important predictor of employee performance in public middle level TIVET institutions in Kenya that concluded as a direct relationship between work environment and performance of employee (Kiruja & Kabare, 2013). It is also aligned with research by Sofyan (2013), which found that there is positive and significant influence of work environment towards employee performance Rustini *et al.*

(2015) also found that there is positive effects of work environment towards performance. As the explanation above, the hypothesis can be concluded as:
H4: Work environment has a positive and significant effect to employee performance.

Job Satisfaction and Employee Performance

According to Amin (2015), job satisfaction has positive effect on teacher's performance. Another researcher also has similar findings that stated job satisfaction has positively affects employee's job performance in Bahawalpur (Javed *et al.* 2014). Supported by another research by Nurcahyani & Adhyani (2016), which stated that there is positive and significant effect of job satisfaction towards employee performance too. So it can be concluded that employees who have a high job satisfaction then it can directly improve the performance of these employees. Based on the explanation above, the hypothesis can be concluded as:

H5: Job satisfaction has a positive and significant effect to employee performance.

Compensation and Employee Performance through Job Satisfaction

According to Santoso *et al.* (2015), it stated that compensation has direct influence on job satisfaction and compensation also has direct influence on performance. Then, the job satisfaction has directly influenced performance. Furthermore, they also found that compensation has indirect influence towards performance through job satisfaction. Nurcahyani & Adhyani (2015) however revealed that compensation and motivation have simultaneously effected performance positively through job satisfaction. Other study conducted by Sopiah (2013) found that financial and non-financial compensation has positive and significant effect to employee performance through job satisfaction. As the explanation above, the hypothesis can be formulated as:

H6: Compensation has a positive and significant effect to employee performance through job satisfaction.

Work Environment to Employee Performance through Job Satisfaction

Santoso *et al.* (2015) also conducted their research on working environment. They found that there is an influence of work environment towards job satisfaction and work environment towards performance. Then, job satisfaction also has direct influence on performance. Furthermore, there is indirect influence of work environment that they found towards performance through job satisfaction. Hanafi & Yohana (2017) also found similar findings stated that there is significant and positive effect towards performance through job satisfaction. Other study by Sugiyarti (2012) also stated that work environment has indirect influence to performance through job satisfaction. So, based on the explanation above, the last hypothesis can be formulated as:

H7: Work environment has a positive and significant effect to employee performance through job satisfaction

CONCEPTUAL FRAMEWORK

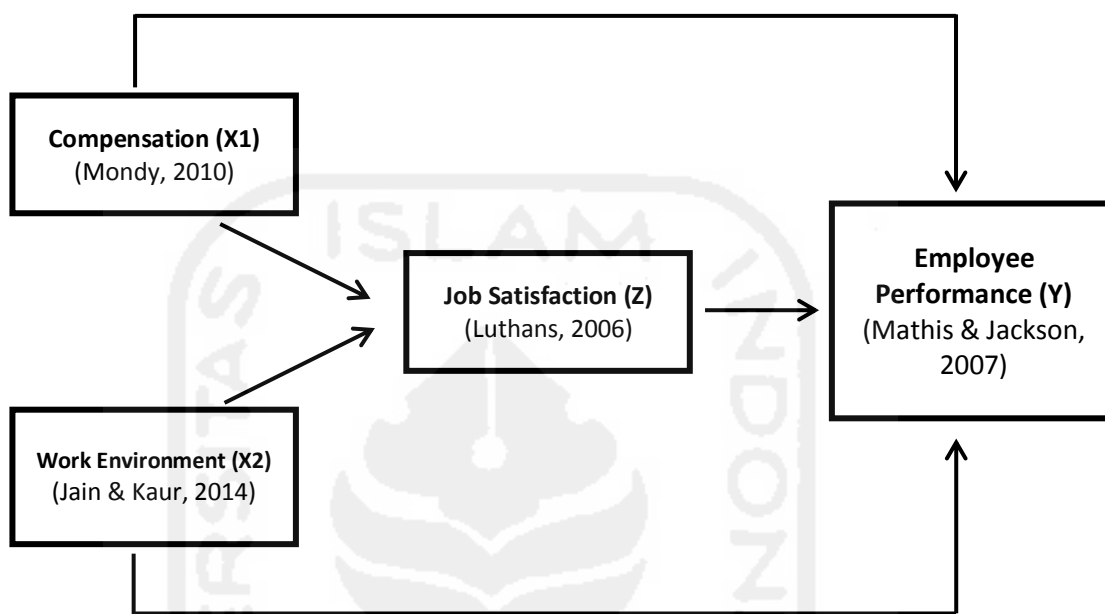


Figure 1. Conceptual Framework

RESEARCH METHOD

The type of this study is quantitative research with exploratory and a descriptive method. Quantitative research is a means of testing objective theories by examining the relationship among variables (Creswell, 2009). These variables in turn, can be measured typically on instruments, so that numbered data can be analyzed using statistical procedures. The exploratory study was conducted at the beginning of the study with the purpose of understanding deeper knowledge in conducting the research. It was conducted based on literature by gathering and analyzing information from journals, books, and internet. The descriptive study was conducted to get a clear statement of the problem, specific hypotheses, and data. The data were gathered through questionnaire.

POPULATION AND SAMPLE

In this study, the population is employees of TRAC Astra Rent A Car Yogyakarta Branch, which are 60 employees including staffs and drivers. The sample of this study is the whole population, which is 60 employees. It is because the total number of population is relative small, so the whole population becomes the sample.

DATA COLLECTION METHOD

Primary data sources are individual respondents, focus groups, and internet can also be the primary data source if the questionnaire is distributed via the internet. In this study, the primary data were gathered from field research. Questionnaire, which contained makes list of statements, was used to measure the value and relationship of each variable. Likert Scale model was used in the questionnaire to measure the value of statements. The indicators of variables in the questionnaire were measured based on the level of respondents' agreement and disagreement of the statements from 1 to 6 scale.

DATA ANALYSIS METHOD

The data were analyzed using SPSS 24.0 (Statistics Package for Social Science) with descriptive and inferential statistics. Descriptive analysis is an analysis which aimed to present the data as what it is. This is divided into two, which are descriptive analysis of respondent characteristics and variables.

The multiple linear regressions aimed to find out the influence of independent variable toward dependent variable. In this study, there are three models of linear regression. The first is to find the influence of compensation and work environment to job satisfaction. Second is to find the influence of compensation and work environment to employee performance. The third is to find the influence of job satisfaction to employee performance.

The path analysis was used to addresses the casual relationships among variables in a closed system. As for path analysis is very helpful knowing the casual relationship between independent variables (X_1 and X_2), which are compensation and work environment against the lines of dependent variables, which is employee performance. Through path analysis, it can measure directly the influence of independent variables toward dependent variable or indirectly through intervening variable, using correlation and regression.

DATA ANALYSIS AND DISCUSSION

Validity and Reliability Test

This research used the *Pearson product moment* formula to test the validity. The item can be said as valid if its *r* count (*Pearson Correlation Value*) is higher than *r* table = 0,254 ($N = 58$, $\alpha = 0.05$) and its significance value is lower than 0.05.

Table 1. Validity Test of Compensation Variable

Compensation

Indicator		Item	r count	Sig.	Remark
Financial Compensation	(Direct) Salary	X1.1	0,679	0,000	VALID
	Wages	X1.2	0,693	0,000	VALID
	Bonus	X1.3	0,698	0,000	VALID
		X1.4	0,675	0,000	VALID
	(Indirect) Insurance benefit	X1.5	0,755	0,000	VALID
		X1.6	0,799	0,000	VALID
	Paid absence benefit	X1.7	0,771	0,000	VALID
		X1.8	0,701	0,000	VALID
Non-financial compensation	(Based on work environment) Conducive work environment	X1.9	0,720	0,000	VALID
	Two-way communication	X1.10	0,724	0,000	VALID
		X1.11	0,784	0,000	VALID
	X1.12	0,791	0,000	VALID	
		(Based on work itself) Challenging work	X1.13	0,783	0,000
	Training and development	X1.14	0,791	0,000	VALID
		X1.15	0,835	0,000	VALID
	Promotion opportunity	X1.16	0,761	0,000	VALID

Table 2. Validity Test of Work Environment Variable

Work Environment					
Indicator		Item	r count	Sig.	Remark
Physical environment	Ventilation	X2.1	0,745	0,000	VALID
	Temperature	X2.2	0,572	0,000	VALID
	Noise level	X2.3	0,809	0,000	VALID
	Supporting facilities	X2.4	0,753	0,000	VALID
		X2.5	0,827	0,000	VALID
		X2.6	0,876	0,000	VALID
Mental environment	Fatigue	X2.7	0,806	0,000	VALID
	Boredom	X2.8	0,757	0,000	VALID
Social environment	Communication between co-worker	X2.9	0,860	0,000	VALID

	Communication towards supervisor	X2.10	0,888	0,000	VALID
	Ability to work together with co-workers	X2.11	0,874	0,000	VALID
	Ability to work together with supervisors	X2.12	0,875	0,000	VALID

Table 3. Validity Test of Job Satisfaction Variable

Job Satisfaction				
Indicator	Item	r count	Sig.	Remark
Salary	Z.1	0,741	0,000	VALID
	Z.2	0,862	0,000	VALID
Promotion	Z.3	0,892	0,000	VALID
	Z.4	0,866	0,000	VALID
	Z.5	0,908	0,000	VALID
Supervision	Z.6	0,893	0,000	VALID
	Z.7	0,858	0,000	VALID
Co-workers	Z.8	0,893	0,000	VALID
	Z.9	0,737	0,000	VALID
	Z.10	0,776	0,000	VALID
The Work Itself	Z.11	0,828	0,000	VALID
	Z.12	0,898	0,000	VALID
	Z.13	0,790	0,000	VALID

Table 4. Validity Test of Employee Performance Variable

Employee Performance				
Indicator	Item	r count	Sig.	Remark
Strength of the result	Y.1	0,879	0,000	VALID
Quality of the result	Y.2	0,827	0,000	VALID
	Y.3	0,892	0,000	VALID
	Y.4	0,891	0,000	VALID
	Y.5	0,836	0,000	VALID
Punctuality	Y.6	0,791	0,000	VALID
	Y.7	0,856	0,000	VALID
Presence	Y.8	0,853	0,000	VALID
	Y.9	0,829	0,000	VALID
	Y.10	0,704	0,000	VALID

	Y.11	0,826	0,000	VALID
Ability to work together	Y.12	0,809	0,000	VALID
	Y.13	0,864	0,000	VALID
	Y.14	0,857	0,000	VALID

Reliability Test

In reliability test, instruments can be said as reliable if it provides the value of Cronbach's Alpha is greater than 0.6.

Table 5. Reliability Test

Variable	Cronbach's Alpha	Remark
Compensation	0,946	Reliable
Work Environment	0,949	Reliable
Job Satisfaction	0,967	Reliable
Employee Performance	0,964	Reliable

Respondent's Characteristic

The respondents' gender is mostly male, which is 48 people of the total respondents or 82,8%. While the rest of respondents are female, which is 10 people or 17,2%. The respondents' age is mostly between 31 – 35 years old, which is 18 people of the total respondents or 31%. Most of the respondents' working position is staff, which is 36 people or 62,1%. While the rest of respondents are driver, which is 22 people or 37,9%. The length of employment of the respondents is mostly between 6 – 10 years, which is 24 people or 41,4%. The last educational level of the respondents is mostly High School, which is 38 people or 65,5%. The salary range of respondents is mostly between Rp 3.000.001 – Rp 4.000.000, which is 20 people of the total respondents or 34,5%.

Regression Analysis

The influence of compensation to job satisfaction

The value of unstandardized coefficient beta of compensation to job satisfaction is 0,395, which means that compensation has positive influence to job satisfaction as much as 0,395. While the significant value is 0,004 (less than $\alpha = 0,05$), which means that compensation has significant influence to job satisfaction. Thus, **H1 is accepted.**

The influence of work environment to job satisfaction

The value of unstandardized coefficient beta of work environment to job satisfaction is 0,521, which means that work environment has positive influence to job satisfaction as much as 0,521. While the significant value is 0,000 (less than $\alpha = 0,05$), which means that work environment has significant influence to job satisfaction. Thus, **H2 is accepted.**

The influence of compensation to employee performance

The value of unstandardized coefficient beta of compensation to employee performance is 0,264, which means that compensation has positive influence to employee performance as much as 0,264. While the significant value is 0,023 (less than $\alpha = 0,05$), which means that compensation has significant influence to employee performance. Thus, **H3 is accepted.**

The influence of work environment to employee performance

The value of unstandardized coefficient beta of work environment to employee performance is 0,674, which means that work environment has positive influence to employee performance as much as 0,647. While the significant value is 0,000 (less than $\alpha = 0,05$), which means that work environment has significant influence to employee performance. Thus, **H4 is accepted.**

The influence of job satisfaction to employee performance

The value of unstandardized coefficient beta of job satisfaction to employee performance is 0,775, which means that job satisfaction has positive influence to employee performance as much as 0,775. While the significant value is 0,000 (less than $\alpha = 0,05$), which means that job satisfaction has significant influence to employee performance. Thus, **H5 is accepted.**

Path Analysis

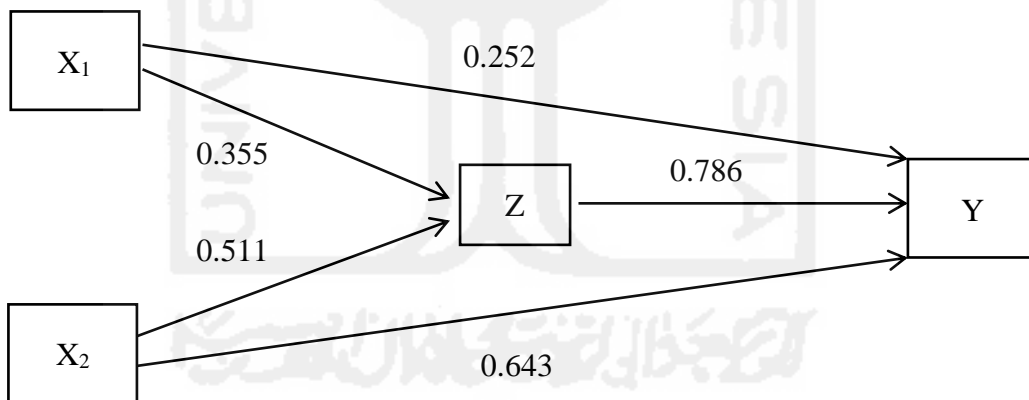


Figure 2. Path Diagram

The influence of compensation to employee performance through job satisfaction

The path coefficient of X1 to Y is 0,252 and Z to Y is 0,786. The indirect coefficient from X1 to Y through Z ($0,252 \times 0,786$) is 0,279. So, the result of path analysis showed that the indirect influence of compensation to employee performance is greater than the direct influence. So, it can be concluded that job satisfaction as intervening variable is mediating the influence of compensation to employee performance. Thus, **H6 is accepted.**

The influence of work environment to employee performance through job satisfaction

The path coefficient of X2 to Y is 0,643, and Z to Y is 0,786. The indirect coefficient from X2 to Y through Z ($0,643 \times 0,786$) is 0,402. So, the result of path analysis showed that the indirect influence of work environment to employee performance is less than the direct influence. So, it can be concluded that job satisfaction as intervening variable is not mediating the influence of work environment to employee performance. Thus, **H7 is not accepted.**

Table 6. Hypothesis Testing Result

No.	Hypotheses	Results
H1:	Compensation has a positive and significant effect to job satisfaction	Accepted
H2:	Work environment has a positive and significant effect to job satisfaction	Accepted
H3:	Compensation has a positive and significant effect to employee performance	Accepted
H4:	Work environment has a positive and significant effect to employee performance	Accepted
H5:	Job satisfaction has a positive and significant effect to employee performance	Accepted
H6:	Compensation has a positive and significant effect to employee performance through job satisfaction as an intervening variable	Accepted
H7:	Work environment has a positive and significant effect to employee performance through job satisfaction as an intervening variable	Not Accepted

CONCLUSION

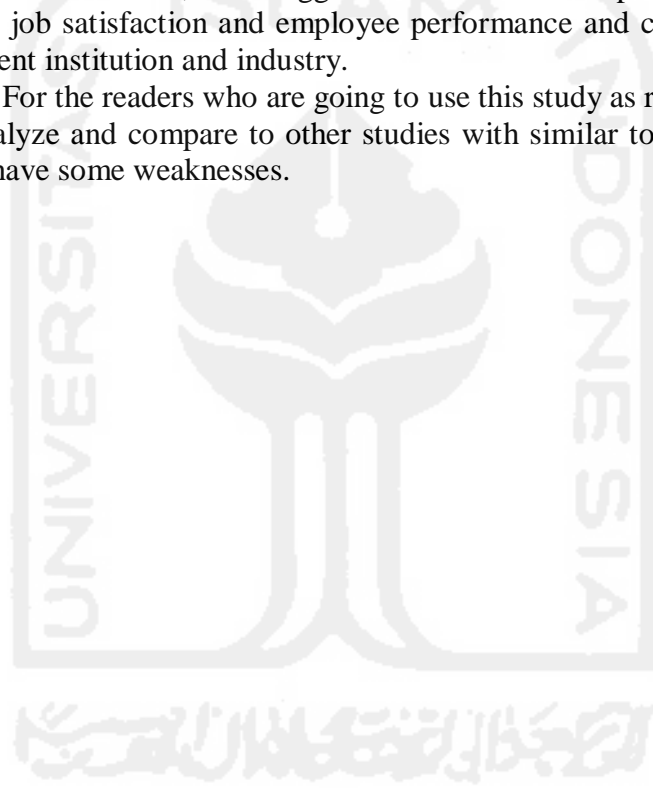
This study has tested the conceptual framework through the examination of compensation and work environment to employee performance through job satisfaction at TRAC Astra Rent A Car Yogyakarta Branch. The result revealed and confirm several in this study: (1) there is positive and significant effect of compensation to job satisfaction, (2) there is positive and significant effect of work environment to job satisfaction, (3) there is positive and significant effect of compensation to employee performance, (4) there is positive and significant effect of work environment to employee performance, (5) there is positive and significant effect of job satisfaction to employee performance, (6) the indirect influence of compensation to employee performance through job satisfaction is greater than the direct influence, (7) work environment has a weaker indirect influence to employee performance through job satisfaction than the direct influence.

RECOMMENDATION

For TRAC Astra Rent A Car, it is suggested that the company should rebuild the compensation package for their employee, whether the base salary can be increased or the base salary is still the same but add more benefits to the employee. Also, it is suggested that in order to fix the work environment as whole, organization should fix the mental environment first because it has the smallest value. Organization should give a variety of work to employee to decrease their boredom. Moreover, it is suggested that in order to increase employee performance, it is better for the company to directly increase it from the work environment rather than through job satisfaction as a mediator.

For future researchers who are interested in this topic, in order to get more varied results, it is suggested to add more dependent variables that affect job satisfaction and employee performance and conduct the study in different institution and industry.

For the readers who are going to use this study as reference, it is better to analyze and compare to other studies with similar topic since this study may have some weaknesses.



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