

EFFECT OF COMPENSATION AND WORK ENVIRONMENT TOWARDS JOB SATISFACTION IN MEDIATION BY WORK MOTIVATION

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Abstract

This study aims to determine the effect on compensation and work environment on job satisfaction by mediating by work motivation in employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology. This study used quantitative methods with population of 145 employees and a sample of 106 employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology. The model in this study is to use a path analysis model (path analysis). SEM (Structural Equation Modeling) operated with the SmartPLS version 3.0 program for hypothesis testing.

Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh kompensasi dan lingkungan kerja terhadap kepuasan kerja yang dimediasi oleh motivasi kerja pada karyawan Direktorat Sumber Daya Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi. Penelitian ini menggunakan metode kuantitatif dengan populasi 145 karyawan dan sampel 106 karyawan Direktorat Sumber Daya Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi. Model dalam penelitian ini adalah menggunakan model analisis jalur. SEM (Structural Equation Modeling) dioperasikan dengan program SmartPLS versi 3.0 untuk pengujian hipotesis.

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INTRODUCTION

Employees in a company are not only to perform the functions that exist in the company, but become a valuable asset of the company itself. If the company wants to achieve success and goals, then the company must maintain valuable assets, namely employees so that these employees can feel satisfaction at work. Companies must encourage and motivate employees so that employees can feel satisfied with the results of their work and can also improve company performance. Company failure can be seen from the low job satisfaction of employees which can be seen from employee behavior such as laziness, no care for fellow employees, not creating motivation from employees, often being late at work, and not obeying existing regulations.

A 2013 State or the Global Workplace study conducted by Gallup in 142 countries, one in eight employees out of approximately 180 million employees in each of the countries studied were psychologically committed to employee work. In Indonesia, quoted by Liputan6.com in 2015 the job vacancy portal, namely JobsDB Indonesia, conducted a survey that aimed to find out the level of happiness or satisfaction at work. The survey results showed that 73% of respondents felt unhappy and dissatisfied with their work. In addition, a study titled Global Leadership Study (2016) initiated by Dale Carnegie shows that more than 30% of the workforce in Indonesia will look for new jobs in the near future. This is based on the accumulation of 20% of employees who plan to change workplaces next year, even 3% admit that they are currently in search of new jobs, while only 28% of employees in Indonesia intend to survive for a long time in their companies. Therefore, companies need to increase employee job satisfaction to become an important program in the company environment.

This attitude of job satisfaction is reflected in morale, discipline, and the combination of work inside and outside the job and job satisfaction in the workplace. According to him, the satisfaction

enjoyed in working by obtaining work praise, placement, treatment, equipment, and a good work environment. Employees who are satisfied are more likely to talk about positive things

About the organization and workers who feel job satisfaction may be more obedient to the call of duty, because they want to repeat the positive experiences they have had.

Job satisfaction is inseparable from employee work motivation which is an expectation for employees. This attitude of job satisfaction is reflected in morale, discipline, and the combination of work inside and outside the job and job satisfaction in the workplace. According to him, the satisfaction enjoyed in working by obtaining work praise, placement, treatment, equipment, and a good work environment. Satisfied employees are more likely to talk positively about their organization and workers who feel job satisfaction may be more compliant with the call of duty, because they want to repeat the positive experiences they have had.

Job satisfaction can be achieved if employees are productive at work and employee desires can be fulfilled by the company itself. If the company does not care about employees, the work done by employees does not go well, and causes problems. Indirectly, employee job satisfaction will decrease. Job satisfaction is inseparable from employee work motivation which is an expectation for employees.

Work motivation has an important role in a company, without work motivation employees will not succeed in completing work optimally. Since there is no will that comes from within the employee himself, what appears in the employee and thoughts is only the routine of work. Low work motivation will also affect the satisfaction of the work itself. Work motivation is to meet the needs needed in an employee. Hasibuan (2018) said that motivation questions how to encourage the passion and morale of subordinates, so that employees are able to work hard by giving all their abilities and skills to realize, achieve employee goals.

However, in reality, according to one of the employees who interviewed the researcher, there is no boss routine in encouraging employees, the coordinator is passive to new employees and does not introduce employees

new to coordinators and other superiors. The motivation factor also affects the high and low work satisfaction of employees, because high work motivation will cause high job satisfaction if the wishes and needs of employees at work can be met, then work motivation will be achieved properly. Work motivation can arise, one of which is if you get good and fair rewards and the reward is compensation. To strengthen the researcher's argument, the researcher conducted an interview about it that to motivate the employee at work is salary or money, because from this salary the employee can meet all the necessary needs.

With the compensation system provided by the company, it is hoped that employees can last a long time working in the company, and be able to increase their performance productivity. In order to be able to cultivate a profitable mutual relationship between the company and the working employees. Work with a positive attitude towards his work and relate to the work situation, cooperation between employees, rewards or compensation received at work.

Quoted by CCN Indonesia in 2016, a Job Street job seeker page conducted a survey of 4,331 respondents to see employee satisfaction with the benefits they get as employees from the company where they work. The results of the survey stated that more than 77% of employees admitted that they were dissatisfied with the benefits and facilities provided by the company. One of the factors that affect employee job satisfaction is the compensation received by employees in exchange for their contribution to the company. Employee compensation must be given fairly and appropriately, with the fairness of compensation payments, employees will feel valued in contributing to the company.

The problem that occurs at this time is employee dissatisfaction due to salary benefits received for their hard work in the company, causing many workers to want to resign from work. The impact of dissatisfaction with compensation benefits will slow down the completion of the duties and responsibilities that employees undertake.

Compensation is considered as important in work satisfaction

organization. If the rights and obligations of employee compensation can be fulfilled, the performance of employees will also increase which causes the goals of the company to be achieved. Hasibuan (2018) said that to compensate must be fairly which means the amount of compensation must be in accordance with work performance, type of work, responsibilities, and position. However, in reality on the ground that there is still an injustice in the provision of compensation according to an interview conducted by the researcher to one of the employees of the Directorate of Resources, namely sister Muby, that there is still an injustice such as one of the employees always gets additional duties from the superior that is not in accordance with his tupoksi and the task is the tupoksi of his superior. Therefore, the employee does not receive the appropriate reward, and only receives the basic salary does not receive bonuses and others. In addition, to further strengthen the researcher's statement that in the event themed Director Greet as a reference and evaluation material of the Directorate of Resources that one of the employees gave the opinion that the turnover of disbursement of funds was very difficult, so to get additional bonuses such as official travel money and others was hampered.

Therefore, to be able to achieve the goals of the company employees must be given a decent and fair reward, to carry out their duties in order to be more zealous and better. From this explanation, it can be said that a compensation can clearly increase or decrease job performance, job satisfaction, and employee work motivation towards their company.

Another factor that affects job satisfaction is the work environment. The work environment is a place where an employee does and does all kinds of work on a daily basis. Good, comfortable, beautiful, conducive, friendly, and safe working environment conditions can allow employees to work optimally for the company. Satisfaction is the positive and negative attitude of employees towards their duties, place of work, and relationships with fellow employees. An organization needs to pay

attention to creating a work environment that improves the ability of employees to be more productive in order to increase profits for the company. Human interaction and relationships with humans play a more dominant role in overall job satisfaction than money whereas

Management skills, time and energy, are all needed to improve the overall performance of the organization in the present era.

Many companies in today's era only think about achieving company goals, but ignore the human resources in the company, namely employees. Some companies ignore the work environment within their organizations which results in an adverse effect on the performance of their employees. According to him, the work environment consists of employee safety, job security, good relations with colleagues, recognition of good performance, motivation for good performance and participation in the company's decision-making process.

The Directorate of Resources has the task of organizing the formulation and implementation of policies in the field of higher education resources as well as the formulation, coordination, and synchronization of policy implementation in the field of resources. Improving the performance and quality of public services. The satisfaction of #InsanDikti and the community is the goal to provide the best service. To implement and satisfy the community, employee job satisfaction must also be obtained by employees in order to further improve their services to the community. This study was conducted to find out whether there was a problem of dissatisfaction with employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.

According to Gilmer in (Noviliadi, 2008) that workers who have job satisfaction will have a positive attitude towards work will have a low level of absenteeism and self-resignation. But in fact in the Directorate of Resources that there is still high absenteeism and it can be said that employee job satisfaction is still low. Can be seen in the table

Table 1.1 Employee Attendance of the Directorate of Resources

Official	Month	Total Absent	Total Late
	Jan-22	36	72
	Feb-22	17	43

114	Mar-22	19	57
	Apr-22	17	39
	May-22	50	78

Furthermore, to find out more about employee dissatisfaction, a pre-research was carried out on 30 employees of the Directorate of Resources to see the level of desire of employees to continue working at the Directorate of Resources. Can be seen in the picture

Figure 1.1 Employee turnover data



In this pre-research, it can be seen that the sense of employee turnover is higher with the questions asked by researchers by 53.3% of employees have a sense of desire to leave the workplace and it can be said that employees still do not feel the job satisfaction.

Therefore, to find what are the variables that affect employee job satisfaction. Researchers conducted pre-research conducted by researchers, namely to 30 employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology. The pre-research conducted by the researcher was to 30 employees. The following is table 1.1 on data on factors affecting employee job satisfaction in the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.

Table 1.2 Data on factors affecting job satisfaction

Factors that affects job satisfaction	Yes	Not
1. Work Stress	13,3%	86,7%
2. Workload	36,7%	63,3%
3. Work Loyalty	76,7%	23,3%
4. Self-efficacy	70%	30%
5. Work Motivation	80%	20%

6. Compensation	86,7%	13,3%
7. Work Environment	80%	20%

Based on the problems and results of pre-research that has been carried out by researchers, researchers are interested in conducting research with the title: "**The Effect of Compensation and Work Environment on Job Satisfaction in Mediation by Work Motivation**"

THEORETICAL FOUNDATIONS

Wibowo (2011) states job satisfaction is the level of positive or negative feelings from a person regarding various aspects of work, workplace and relationships with colleagues. In line with research conducted by Hasibuan (2016) states that job satisfaction is an emotional attitude that is pleasant and loves its workers. This attitude is reflected in the morale, discipline and combination of work in and out of the job as well as job satisfaction in the place where he works, according to him, the satisfaction enjoyed by employees in work gets praise for their workers, placement, and a good work environment. Job satisfaction is more likely to speak positively about the company, help colleagues, and make their performance exceed normal thinking (Robbins, 2015).

Robbins (2015) further explained that job satisfaction is a positive feeling towards work as a result of an evaluation of the characteristics of the job. The theory that underlies this concept of job satisfaction is the Two Factor Theory proposed by Frederick Herzberg (1959) in (Andriani & Widiawati, 2017) this theory states that in this theory there are two factors that can cause employees to be satisfied and dissatisfied, namely the *satisfiers* or *motivator* factor and *the dissatisfiers* or *hygiene* factor. *Satisfiers* factor as a source of job satisfaction, while *dissatisfiers* as a factor that causes job dissatisfaction. Employee job satisfaction is also one of the important aspects that must be considered in human resource management practice. Factors that cause dissatisfaction are related to supervision, salary, interpersonal relationships, and working conditions.

Motivation is the strength of an individual's tendency to involve himself in goal-directed work activities at work (Sedarmayanti, 2010). Meanwhile, according to Silalahi in (Bachtiar, 2015) interprets motivation as giving motives as a driver for people to act, trying to achieve organizational goals. Work motivation is a condition that encourages an individual's desire to perform certain activities in

order to achieve his goal desire (Basalamah & As'ad, 2021).

While work motivation according to Karlsson & Wranne (2019) work motivation is the development of the desire in an employee to perform tasks based on his greatest ability on the initiative of the individual himself. The motivation factor also affects the high and low work satisfaction of employees, because high work motivation will cause high job satisfaction if the wishes and needs of employees at work can be met, then work motivation will be achieved well (Harahap & Khair, 2020).

The compensation given by the company to employees certainly has a positive impact that can provide benefits, both for the company and employees. Compensation is an important thing, namely the main motivation or motivation of an employee to work (Saman, 2020). Compensation is a systematic approach to providing monetary value to employees in return for the work done (Ruble & Kee, 2015). Compensation is what employees receive in return for their work, compensation is also the provision of direct and indirect repayment in the form of goods to employees in return for services provided by the company (Anwar, 2018). In line with Hasibuan (2018) said that Compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company. The Company provides direct compensation in return for their performance. Meanwhile, indirect compensation is a company's concern to improve the welfare of its employees who have nothing to do with work (Herlina & Zulkarnaen, 2018).

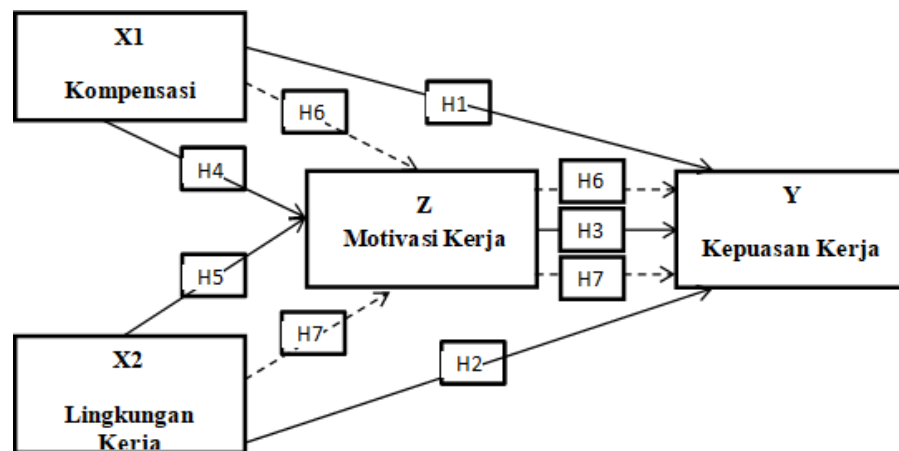
According to Kreitner and Kinicki (2014) in (Saman, 2020) that compensation is not only financial (salary and benefits), but also as an opportunity for personal and professional job growth and an environment motivating such recognition, a comfortable work environment, design work and balance. One of the factors that affect employee job satisfaction is the compensation received by employees in exchange for their contribution to the company (Ramadanita & Kasmiruddin, 2018). In line with what Mangkunegara said (2017) The compensation given to employees greatly affects the level of employee work satisfaction. Financial rewards have more capacity to satisfy all employees (Ruble & Kee, 2015).

The work environment is where employees do work (Mardiana, 2005). According to Chandrasekar (2011) The work environment is a place where an employee does and does all kinds of work on a daily basis.

The work environment is everything that exists in the worker's environment that can influence the worker in carrying out his work (Mahu et al., 2021). Meanwhile, according to Sedarmayanti (2014) The work environment is about the tools and materials faced, the methods used, and the arrangements as individuals or groups when working in the environment where a person works.

Sedarmayanti (2014) further explained that the non-physical work environment is all factors related to relationship work both with superiors and with fellow colleagues or relationships with subordinates and superiors. According to Veitzhal (2004) in (Ramadanita & Kasmiruddin, 2018) that the work environment is the entire facilities and infrastructure that exist around the employee who is doing the work itself.

Based on the theories that have been put forward, the researcher formulates the hypothesis as follows:



RESEARCH METHODS

Research methods are the science of research methods or techniques that scientifically guide researchers to obtain data with certain goals and uses (Sugiyono, 2016). Data acquisition and data analysis using quantitative or statistical research tools that aim to test the hypothesis proposed. (Sugiyono, 2016). In this study, researchers chose a population of 145 employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology by taking a sampling technique, namely Probability Simple Random Sampling. and a sample of 106 employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.

TESTING OF RESEARCH INSTRUMENTS

Research instruments are Tools for measuring observed natural and social phenomena. More specifically, this phenomenon is called research variables. (Sugiyono, 2016). In this study, the research instrument used to measure variable values was using a questionnaire and using a likert scale by giving 5 choices, namely Strongly Agree (SS), Agree (S), Hesitate (R), Disagree (TS), and Strongly Disagree (STS). Questionnaires are an efficient method of obtaining data when researchers find out who the variables measured are and what they expect from respondents (Sugiyono, 2016).

Table 3 Research Matrix

Source	Variable	Dimension	Indicators
(Rivai & Sagala, 2011), Wibowo (2011), Dessler in (Laura, 2012), Wulkir (2013) in (Gunawan et al., 2016), Mathis & Jackson (2012) in (Kamilah, 2019)	Compensation	Immediately	Salary
			Bonus
			Incentive
		Indirect	Allowances
Siagian (2008), Sedarmayanti (2017), Soetjipto (2006)in (Ardhianti & Susanty, 2020), robbins (2013) in (Basalamah & As'ad, 2021), Afndi (2008) in (Mahu et al., 2021)	Work Environment	Physical	Lighting
			Noise
			Facilities
		Non Physical	Haramonis Relations
			Opportunity to move forward
Maslow in (Sihombing, 2014), (Khoir, 2017), Chintallo & Mahadeo in (Sembiring & Prasetyo, 2018)	Work Motivation		Physiological Needs
			The Need for a Sense of Security
			Social Necessity and Taste Have
			The Need for Self-Esteem
			The Need for Accrualization Self
(Rivai&Sagala, 2011), Nelson and Quick			The work itself
			Supervision

(2006) in (Juliarti et al., 2018), Handoko (2011) in (Ramadanita & Kasmiruddin, 2018), Wibowo (2014) in (Saman, 2020), (Basalamah & As'ad, 2021)	Job Satisfaction	Organization and Management
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RESULTS AND DISCUSSION

Covergent Validity

The indicator is said to be valid for measuring a construct if it has a *loading factor* value > 0.7 to the construct. The higher the *loading factor* value, the higher the obtained , the higher the validity shown.

Table 4 Outer Loading Factor

	Job Satisfaction	Compensation	Work Environment	Work Motivation
K1		0,829		
K10		0,859		
K11		0,951		
K2		0,778		
K3		0,836		
K4		0,967		
K5		0,795		
K6		0,902		
K7		0,948		
K8		0,817		
K9		0,833		
KK1	0,933			
KK2	0,890			
KK3	0,776			
KK4	0,874			
KK5	0,903			
KK6	0,897			
KK7	0,854			
KK8	0,810			
KK9	0,912			
LK1			0,727	
LK10			0,764	
LK11			0,830	
LK12			0,979	
LK13			0,843	
LK2			0,818	
LK3			0,989	
LK4			0,891	
LK5			0,959	
LK6			0,960	
LK7			0,917	
LK8			0,883	
LK9			0,804	
MK1				0,909
MK10				0,961
MK11				0,957
MK12				0,838
MK13				0,923
MK2				0,978
MK3				0,878
MK4				0,956
MK5				0,944
MK6				0,842
MK7				0,813
MK8				0,864
MK9				0,881

Source: Data processed by Researchers using SmartPLS 3.0 (2022)

Cronbach's Alpha

Cronbach's Alpha value is used for the purpose of reinforcing reliability test results, where a variable can be said to be reliable if cronbach's alpha value > 0.70

Table 6 of Cronbach's Alpha

	Cronbach's Alpha	Information
Satisfaction Work	0,960	Reliable
Compensation	0,966	Reliable
Work Environment	0,969	Reliable
Motivation Work	0,975	Reliable

Source: Data processed by Researchers using SmartPLS 3.0 (2022)

The value of all indicators in each variable of compensation, work environment, work motivation, and job satisfaction of > 0.7 can then be concluded that all constructs in this research variable are valid.

Composite Reliability

Table 5 Composite Reliability

	Composite Reliability	Average Variance Extracted (AVE)	Information
Job Satisfaction	0,966	0,758	Reliable
Compensation	0,970	0,748	Reliable
Work Environment	0,973	0,737	Reliable
Work Motivation	0,978	0,771	Reliable

Source: Data processed by Researchers using SmartPLS 3.0 (2022)

In the Composite Reliability *table*, it proves that all variables have a value of > 0.7 . Therefore, all constructs in this study can be concluded that they are reliable. Based on the *Average Variance Extracted (AVE)* value in this study of > 0.5 , and it can be concluded that all constructs in this study variable are reliable.

Discriminant Validity

Table 6 Cross Loading

	Compensation	Work Environment	Work Motivation	Job Satisfaction
K1	0,829	0,81	0,772	0,758

K10	0,859	0,832	0,815	0,807
K11	0,951	0,947	0,925	0,934
K2	0,778	0,757	0,75	0,733
K3	0,836	0,822	0,814	0,769
K4	0,967	0,954	0,935	0,933
K5	0,79	0,753	0,758	0,742
K6	0,902	0,9	0,875	0,884
K7	0,948	0,924	0,905	0,9
K8	0,817	0,814	0,792	0,739
K9	0,833	0,806	0,786	0,771

KK1	0,927	0,854	0,735	0,933
KK2	0,865	0,867	0,864	0,89
KK3	0,665	0,726	0,719	0,776
KK4	0,812	0,849	0,827	0,874
KK5	0,851	0,879	0,809	0,903
KK6	0,835	0,85	0,871	0,897
KK7	0,837	0,761	0,848	0,854
KK8	0,709	0,755	0,738	0,81
KK9	0,853	0,876	0,903	0,912
LK1	0,665	0,727	0,718	0,703
LK10	0,748	0,764	0,728	0,678
LK11	0,806	0,83	0,788	0,807
LK12	0,902	0,979	0,875	0,884
LK13	0,785	0,843	0,834	0,833
LK2	0,808	0,818	0,778	0,816
LK3	0,968	0,989	0,941	0,975
LK4	0,801	0,891	0,825	0,726
LK5	0,97	0,959	0,94	0,937
LK6	0,946	0,96	0,955	0,953
LK7	0,898	0,917	0,898	0,898
LK8	0,812	0,883	0,827	0,874
LK9	0,792	0,804	0,773	0,725
MK1	0,841	0,879	0,909	0,903
MK10	0,954	0,901	0,961	0,949
MK11	0,914	0,912	0,957	0,913
MK12	0,762	0,801	0,838	0,806
MK13	0,876	0,897	0,923	0,913
MK2	0,968	0,964	0,978	0,944
MK3	0,839	0,835	0,878	0,794
MK4	0,921	0,939	0,956	0,937
MK5	0,766	0,797	0,944	0,841
MK6	0,778	0,765	0,842	0,701
MK7	0,746	0,811	0,813	0,793
MK8	0,831	0,822	0,864	0,769
MK9	0,854	0,835	0,881	0,781

Source: Data processed by Researchers using SmartPLS 3.0 (2022)

Compensation Constructs (K), Work Environment (LK), Work Motivation (MK), and Job Satisfaction (KK) have a construct value more than the loading value on other constructs. A greater value identifies the suitability of an indikator to define its construct than it does to describe another construct.

Inner Model R-Square Analysis

(R2)

Table 7 R Square

	R Square
Job Satisfaction	0,953
Work Motivation	0,719

- R-square* (R^2) model line I = 0.719, which means the ability of the Compensation and Work Environment variable construct in explaining Work Motivation which is 0.719 or 71.9% which means it belongs to the sedan category
- R-square* (R^2) model line II = 0.953, which beartti the ability of the Compensation and Work Environment variable construct in explaining Job Satisfaction which is 0.953 or 95.3% which means it belongs to the strong category

F-Square (F2)

Table 8 F-Square

	Job Satisfaction	Compensati on	Work Environment	Motivation Work
Satisfaction Work				
Compensati on	0,090			0,067
Milieu Work	0,352			0,710
Motivation Work	0,167			

Source: Data processed by Researchers using SmartPLS 3.0 (2022)

- The relationship between the construct of the work motivation variable and the construct of job satisfaction of 0.167 which can be interpreted to mean that the two constructs have a moderate relationship
- The relationship between the construct of the work environment and job satisfaction has a value of 0.352 which can be interpreted to mean that the two constructs have a strong relationship
- The relationship between the compensation construct and the job satisfaction construct has a value of 0.090 which can be interpreted to mean that the two constructs have a weak relationship
- The relationship between the construct of the work environment and the

construct of work motivation has a value of 0.710 which can be interpreted to mean that the two constructs have a strong relationship

- e. The relationship between the compensation construct and the work motivation construct has a value of 0.067 which can be interpreted to mean that the two constructs have a weak relationship.

Variance Inflation Factor (VIF)

Table 9 Variance Inflation Factor (VIF)

	VIFs		VIFs		VIFs		VIFs
K1	1,161	LK1	2,386	MK1	1,779	KK1	1,34
K2	2,331	LK2	4,008	MK2	4,528	KK2	4,316
K3	2,203	LK3	1,284	MK3	4,866	KK3	2,597
K4	2,277	LK4	3,573	MK4	1,2	KK4	1,384
K5	2,455	LK5	1,542	MK5	2,719	KK5	3,618
K6	1,846	LK6	2,232	MK6	3,822	KK6	2,806
K7	2,536	LK7	2,915	MK7	2,917	KK7	3,888
K8	3,159	LK8	4,226	MK8	2,052	KK8	1,766
K9	3,371	LK9	3,551	MK9	3,222	KK9	4,835
K10	4,422	LK10	1,374	MK10	4,921		
K11	1,638	LK11	3,756	MK11	1,183		
		LK12	4,941	MK12	3,482		
		LK13	4,195	MK13	2,116		

The Compensation (K), Work Environment (LK), Work Motivation (MK), and Job satisfaction (KK) indicators have a Variance Inflation Factor VIF value of < 5.00, which means that there is no multicholinearity problem in the research correlation model.

Test the Path Coefficient Hypothesis

Table 10 Koefisein Paths

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Job Satisfaction	0,346	0,325	0,118	2,923	0,004
Compensation -> Work Motivation	0,233	0,225	0,103	2,260	0,024

-> Work Environment Job Satisfaction	0,809	0,790	0,177	4,581	0,000
-> Work Environment Work Motivation	0,755	0,763	0,102	7,410	0,000
Work Motivation -> Job Satisfaction	0,511	0,510	0,127	4,032	0,000

H1: Compensation Has a Positive and Significant Effect on Job Satisfaction

The Compensation variable has a positive effect on Job Satisfaction directly with the *Original Sample* (O) value of 0.346 and the T-statistic > 1.96 which is 2.923. Then based on the P-Values value of $0.004 < 0.05$, the Compensation variable has a significant effect on Job Satisfaction directly. Therefore, researchers can draw the conclusion that compensation is negative and significant to Job Satisfaction directly, so H1 in this study is accepted.

H2: Compensation Positively Affects Work Motivation

The Compensation Variable has a positive effect on Work Motivation directly with an *Original Sample* (O) value of 0.233 and a T-statistic $>$ of 1.96, which is 2.260. Then based on the P-Values value of $0.024 < 0.05$, the Compensation variable has a significant effect on Work Motivation directly. Therefore, researchers can draw the conclusion that compensation is positive and significant to Work Motivation directly, so H2 in this study is accepted.

H3: The Work Environment Positively Affects Job Satisfaction

The Work Environment variable has a positive effect on Job Satisfaction directly with the *Original Sample* (O) value of 0.809 and the T-statistic > 1.96 , which is 4.581. Then based on the P-Values value of $0.000 < 0.05$, the Work Environment variable has a significant effect on Job Satisfaction directly. Therefore, researchers can draw the conclusion that the Work Environment has a positive and significant effect on Job Satisfaction directly, so H3 in this study is accepted.

H4: Work Environment Positively Affects Work Motivation

The Work Environment variable has a positive effect on Work Motivation directly with an *Original Sample* (O) value of 0.755 and a T-statistic $>$ of 1.96, which is 7.410. Then based on the P-Values value of $0.000 < 0.05$, the Work Environment variable has a significant effect on Work Motivation directly. Therefore, researchers can draw conclusions that the Work Environment has a positive and significant effect on Work Motivation directly, so H4 in this study is accepted.

H5: Work Motivation Positively Affects Job Satisfaction

The Work Motivation variable has a positive effect on Job Satisfaction directly with the *Original Sample* (O) value of 0.511 and the T-statistic > 1.96, which is 4.032. Then based on the P-Values value of $0.000 < 0.05$, the Work Motivation variable has a significant effect on Job Satisfaction directly. Therefore, researchers can draw the conclusion that Work Motivation has a positive and significant effect on Job Satisfaction directly, so H5 in this study is accepted.

Analysis of Indirect Influences

Table 11 Koefisein Paths

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Work Motivation -> Job Satisfaction	0,219	0,122	0,364	2,866	0,003
-> Work Environment Work Motivation -> Job Satisfaction	0,386	0,385	0,113	3,413	0,001

Source: Data processed by researchers using SMartPLS 3.0 (2022)

H6: Work Motivation Mediates the Effect of Compensation on Job Satisfaction positively and significantly

The Compensation Variable affects Job Satisfaction with Work Motivation as the mediating variable between the two variables. The *Original Sample* (O) value in these three variables is 0.219 and the T-statistic > is 1.96, which is 2.866. Then based on the P-Values value of $0.003 < 0.05$, it can be said that the Compensation variable affects Job Satisfaction with Work Motivation as a mediating variable indirectly has a significant effect. Therefore, it can be concluded that the Compensation variable affects Job Satisfaction with Work Motivation as the mediation variable, so H6 in

this study is accepted.

H7: Work Motivation Mediates the Effect of the Work Environment on Job Satisfaction positively and significantly

Work Environment Variables affect Job Satisfaction with Work Motivation as a mediating variable between the two variables. The *Original Sample (O)* value in these three variables is 0.386 and the T-statistic > 1.96 is

by 3,413. Then based on the *P-Values* value of $0.001 < 0.05$, it can be said that the Work Environment variable affects Job Satisfaction with Work Motivation as a mediation variable indirectly significant effect. Therefore, it can be concluded that the Work Environment variable affects Job Satisfaction with Work Motivation as the mediation variable, so H7 in this study is accepted.

CONCLUSIONS AND SUGGESTIONS

Based on the results of research that has been carried out by the Researcher, it can be concluded that empirically the description, statistical data analysis, inter-achievement and power analysis that have been described and describe the previous chapters, the researcher can draw the following conclusions:

- a. The first result, (H1), shows that there is a positive and significant direct influence between the variables of Compensation on Job Satisfaction. It has an *Original Sample* (O) value of 0.346 and a T-statistic $>$ of 1.96 which is 2.923. This result can be interpreted to mean that all forms of compensation, both direct compensation and indirect compensation provided by the Directorate of Resources of the Ministry of Education, Culture, Research and Technology have a positive and significant influence on job satisfaction of employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.
- b. The results of the second hypothesis test, namely (H2), show that there is a positive and significant direct influence between the variable compensation on work motivation. It has an *Original Sample* (O) of 0.233 and a T- *statistic* of $>$ of 1.96 which is 2.260. This result can be interpreted to mean that all forms of compensation, both direct compensation and indirect compensation provided by the Directorate of Resources of the Ministry of Education, Culture, Research and Technology have a positive and significant influence on the Work Motivation of employees of the Directorate of Resources of the

Ministry of Education, Culture, Research and Technology.

- c. The results of the third hypothesis test (H3) show that there is a positive and significant direct influence between the variables of the Work Environment on Job Satisfaction. It has an *Original Sample* (O) value of 0.809 and a T- *statistic* > of 1.96 which is 4.581. This result can be interpreted to mean that the environment

Work both the physical work environment and the nonphysical environment felt by all employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology have a positive and significant influence on Job Satisfaction received by employees of the work environment, both the physical work environment and the nonphysical environment felt by all employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.

- d. The results of the fourth hypothesis test (H4) show that there is a positive and significant direct influence between the variables of the Work Environment on Work Motivation. Has an *Original Sample* (O) value of 0.755 and T-statistics > 1.96 which is 7.410. This result can be interpreted to mean that the work environment, both the physical work environment and the nonphysical environment felt by all employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology have a positive and significant influence on the work motivation of employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.
- e. The results of the fifth hypothesis test (H5) show that there is a positive and significant direct influence between the variables of Work Motivation on Job Satisfaction. It has an *Original Sample* (O) value of 0.511 and a T- *statistic* $>$ of 1.96 which is 4.032. This result can be interpreted to mean that all forms of work motivation felt and received by employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology have a positive and significant influence on employee job satisfaction.
- f. The results of the sixth hypothesis test (H6) show that there is an indirect influence between the compensation variables affecting Job Satisfaction and Work Motivation as a mediation between the two. It has an *Original Sample* (O) value of 0.219 and a T-statistic $>$ of 1.96 which is 2.866. The results of this study can be interpreted to mean

that the variable Compensation affects Job Satisfaction with Work Motivation as mediation has a significant effect indirectly. Therefore, it was concluded that Compensation has a positive and significant effect on Job Satisfaction with Work Motivation as a mediation to employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.

- g. The results of the seventh hypothesis test (H7) show that there is an indirect influence between the variables of the Work Environment affecting Job Satisfaction and Work Motivation as a mediation between the two. It has an *Original Sample* (O) value of 0.386 and a T-statistic > of 1.96 which is 3.413. The results of this study can be interpreted that the Work Environment variable affects Job Satisfaction with Work Motivation as a mediation has a significant effect indirectly. So it was concluded that the Work Environment has a positive and significant effect on Job Satisfaction with Work Motivation as a mediation to employees of the Directorate of Resources of the Ministry of Education, Culture, Research and Technology.

The results of this study have been carried out as much as possible in scientific procedures, but the researcher realizes that this research is still rudimentary and experiences some limitations, weaknesses, shortcomings of the results of this study. In this case, the researcher will describe the limitations of the study as follows:

- a. The dependent variable, namely Job Satisfaction, is not only influenced by the variables Compensation, Work Environment, and Work Motivation. But there are many other factors that may affect employee Job Satisfaction;
- b. The scope used in this study only covers one directorate, not too broad so that the results of this study cannot be equalized to a wider population.
- c. The results of the research that has been carried out do not rule out the possibility that it can be used against other companies or in other ministries, because it has many different characteristics such as the characteristics of this research object.

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