


In-Depth Analysis And Exploration Of Essential Aspects In Employee Performance And Job Satisfaction At PT Paskomnas Niaga Utama

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Article Info	ABSTRACT
Keywords: Compensation, Work Environment, Job Satisfaction, Employee Performance	This study aims to analyze the relationship between compensation, work environment, job satisfaction, and employee performance at PT Paskomnas Niaga Utama using a path analysis model with Smart PLS software version 4.1.0.0. The exogenous variables considered are compensation and work environment, while the endogenous variables examined are job satisfaction and employee performance. This research also investigates the mediating role of job satisfaction in the relationship between compensation, work environment, and employee performance. The study utilizes a non-probability sampling approach, specifically a saturated sample of 75 respondents, and adopts a quantitative post facto method. The findings reveal that compensation and work environment have a significant positive impact on job satisfaction and employee performance. Additionally, job satisfaction plays a crucial mediating role in the relationship between compensation, work environment, and employee performance. These results contribute to a deeper understanding of the factors influencing job satisfaction and employee performance within the context of PT Paskomnas Niaga Utama. The practical implications of this research emphasize the importance for companies to prioritize compensation strategies and create conducive work environments to enhance employee satisfaction and performance, ultimately facilitating the achievement of organizational goals. However, it's essential to acknowledge the limitations of the study, such as the reliance on a specific sampling method and the potential for other unexplored variables to influence the outcomes. Further research could address these limitations and provide a more comprehensive understanding of the dynamics at play.
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INTRODUCTION

Human resources play a vital role in a company's success. By managing them effectively, businesses can boost their value and ensure success. Therefore, it's essential to manage human resources well to enable employees to perform their tasks comfortably and achieve

maximum results (Rahmah et al., 2023). Achieving good performance isn't easy. It starts with designing a fair compensation system to satisfy employees (Seran, Ariyani, & Heriani, 2023). Additionally, a conducive work environment is crucial for enhancing employee performance through both physical and non-physical aspects. This includes providing facilities, ensuring safety, maintaining cleanliness, and boosting morale. Meeting both material and immaterial needs helps improve employee performance (Sari, 2023).

Job satisfaction also impacts employee performance, but there's no standard way to measure it. Techniques for assessing job satisfaction are essential for understanding employees' feelings and improving their quality of life (Riskawati, Kasran, & Sampetan, 2023). PT. Paskomnas Niaga Utama, a wholesale and fruit business based in Tangerang, aims for optimal employee performance. They offer quality sales and distribution services for various food products, operating both offline and online, with extensive agricultural areas and connections to over 500,000 farmer families (Paskomnas.id, 2024). Based on a pre-survey conducted, there are factors influencing employee performance according to respondents from employees of PT. Paskomnas Niaga Utama:

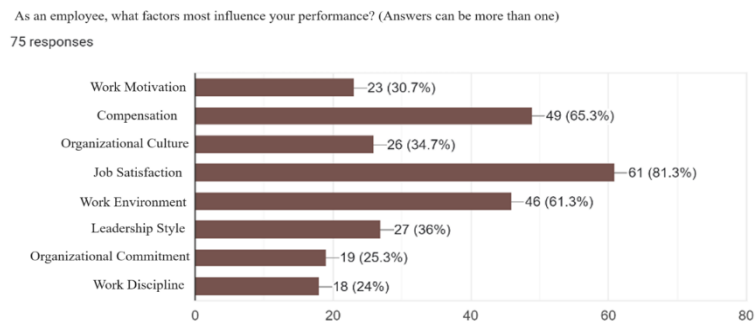


Figure 1. Pre-Survey Factors Influencing Employee Performance

After conducting a preliminary survey, it was found that the dominant factor influencing the performance of employees at PT. Paskomnas Niaga Utama is job satisfaction with a percentage of 81.3%, followed by compensation with a percentage of 65.3%, and subsequently by the work environment with a percentage of 61.3%. This indicates that the performance of employees at PT. Paskomnas Niaga Utama could be improved if the company pays more attention to these three factors, especially employee job satisfaction. A further survey is needed to uncover which factors most dominantly affect job satisfaction among employees at PT. Paskomnas Niaga Utama, as follows:

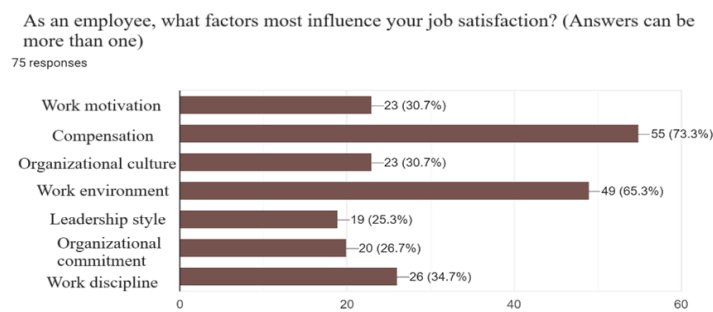


Figure 2. Pre-Survey Factors Influencing Job Satisfaction

Based on the preliminary survey findings, it is evident that employee job satisfaction at PT. Paskomnas Niaga Utama is predominantly influenced by compensation and the work environment, aligning with established factors known to impact employee performance. This research holds substantive significance as job satisfaction plays a pivotal role in shaping employee performance, thus potentially augmenting overall company efficacy. By attaining insights into the determinants of job satisfaction, the management of PT. Paskomnas Niaga Utama can devise strategies to bolster it. Significantly, a dearth of prior research exists concerning employee job satisfaction and performance at PT. Paskomnas Niaga Utama, underscoring the imperative to address this knowledge lacuna. This study will adopt a quantitative approach, employing hypothesis testing to not only address pragmatic concerns but also contribute to bridging gaps in previous analyses. Additionally, this research offers an opportunity for constructive collaboration between PT. Paskomnas Niaga Utama's management and researchers, fostering reciprocal support for the advancement of knowledge and the welfare of the company. Compensation encompasses all forms of remuneration provided by organizations to employees in recognition of their performance, encompassing both monetary and non-monetary benefits (Zunaidah, Susetyo, & Hadjri, 2020). Common indicators of compensation include wages, incentives, allowances, and facilities (Zunaidah et al., 2020). The work environment encompasses factors that influence employee job satisfaction and performance, including supportive facilities to enhance productivity (Widyaningrum, 2019). A conducive work environment contributes to employees' happiness and contentment, thereby boosting morale and productivity (Harras, Sugiarti, & Wahyudi, 2020). Positive attitudes toward work are key indicators of a favorable work environment for job satisfaction (Khaeruman et al., 2021). Job satisfaction, a key aspect in organizational psychology, has a profound impact on various dimensions of employee behavior and organizational outcomes (Indrasari, 2017). Job satisfaction impacts workforce behavior, productivity, absenteeism, and turnover rates. Additionally, it predicts individual well-being and the likelihood of employees leaving their jobs, varying according to individuals' unique value systems (Setiono & Sustiyatik, 2020). Job satisfaction reflects an individual's perception of enjoyment or dissatisfaction with their work environment and tasks, commonly measured through satisfaction with the job, salary, promotion opportunities, supervision, and coworker relationships (Indrasari, 2017).

When employees perceive their compensation as fair and meeting their expectations, they tend to feel valued and motivated to contribute their best to the organization (M. Abdullah & Rahmi, 2023). Rewards and benefits provided by the company serve as essential motivators, aligning with employees' economic needs and promoting a harmonious relationship between employees and the organization (Nurdin, Baskoro, & Sulistyorini, 2023). Additionally, adequate compensation positively impacts employee performance, with research indicating that meeting compensation standards leads to optimal employee productivity (Simamora & Sambas, 2023). A conducive work environment is equally crucial in enhancing employee job satisfaction and performance. A positive work environment alleviates fatigue, minimizes boredom, and fosters employee engagement (Chandrasari, Abdullah, Purwanto, Puspita, & Yulianto, 2024). In contrast, a negative work environment can

hinder job performance by causing employee distress and dissatisfaction. Therefore, organizations must prioritize creating supportive and stimulating work environments to enhance employee satisfaction and performance (Mutahir et al., 2023) emphasize the significant contribution of the work environment to employee job satisfaction, indicating its strong impact. Research by (Feniarti & Nawawi, 2023) underscores that a favorable work environment not only aids employees in fulfilling their duties and being productive but also fosters a sense of security and comfort. Such an environment is crucial for enhancing employee productivity, ultimately elevating performance levels. (Kusuma, Ferdinand, & Sunarsi, 2023) highlight the importance of both physical and non-physical work environments in influencing employee performance. Therefore, companies must strive to enhance the work environment by considering relevant indicators. Providing a safe and conducive atmosphere along with adequate facilities tailored to employee needs can significantly contribute to this effort (Ningrat & Suarmanayasa, 2023). Moreover (Aniversari, 2022) notes that job satisfaction positively impacts employee performance, as satisfied employees tend to exhibit higher work quality, quantity, and timeliness. Similarly, research by (M. Abdullah, 2022a) suggests a reciprocal relationship between increased job satisfaction and improved employee performance. Job satisfaction also affects productivity, a crucial aspect for companies, as it enhances work performance and fosters employee loyalty. This is achieved through providing compensation perceived as fair and commensurate with job performance, which positively influences performance levels (Wulandari & Cahyono, 2021). Furthermore, (Dewi, Widiartanto, & Listyorini, 2022) suggest that compensation directly influences employee performance and indirectly affects job satisfaction as a mediator.

The work environment refers to all aspects of the workplace that impact how employees carry out their tasks. It is essential in fostering job satisfaction among employees, as contented employees tend to be more loyal and efficient in fulfilling their roles. Both physical and non-physical elements of the work environment contribute significantly to employee job satisfaction (Junaidi & Marantika, 2022). There exists a correlation between the work environment, job satisfaction, and employee performance. Supportive working conditions, including a conducive work environment, play a crucial role in enhancing job satisfaction and aiding employees in task completion. Moreover, there is a reciprocal relationship between job satisfaction and performance; increased job satisfaction can lead to better performance, and vice versa (Dihan & Saputra, 2023).

Based on the explanation above, the framework of thought in this research is as follows:

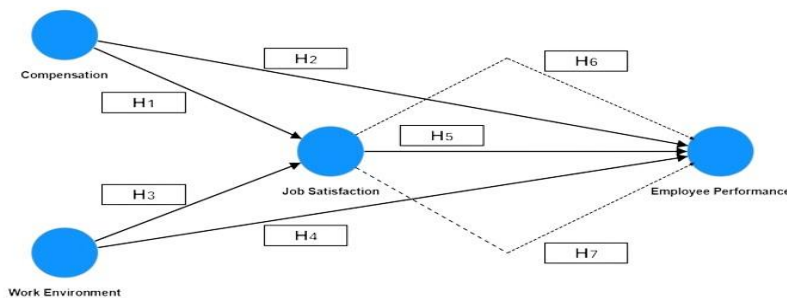


Figure 3. Research Conceptual Framework

Based on the problem formulation and conceptual framework provided earlier, the researcher posits the following research hypotheses:

1. Compensation has a positive and significant effect on employees' job satisfaction at PT Paskomnas Niaga Utama;
2. Compensation has a positive and significant effect on employees' performance at PT Paskomnas Niaga Utama;
3. The work environment has a positive and significant effect on employee job satisfaction at PT Paskomnas Niaga Utama;
4. The work environment has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama;
5. Job satisfaction has a positive and significant effect on the employee performance at PT Paskomnas Niaga Utama;
6. Compensation through job satisfaction has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama;
7. The work environment, through job satisfaction, has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama.

METHOD

This research employs a quantitative approach utilizing the comparative causal concept, employed in evaluation to discern potential cause-and-effect relationships (K. Abdullah et al., 2022) through a survey with data collection conducted via questionnaire dissemination. The data source utilized is primary data obtained directly through questionnaire responses, and the data are analyzed using smart-PLS version 4.1.0.0. software. The population in this study consists of all employees of PT Paskomnas Niaga Utama, totaling 75 individuals. Meanwhile, the sampling technique employed the concept of non-probability sampling, with the type of sampling based on the entire existing population becoming the sample. This is due to the small population size, referred to as a census (K. Abdullah et al., 2022).

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicator	Size
Compensation	Compensation, a pivotal facet of human resource management, encompasses the diverse rewards bestowed by organizations upon employees in recognition of their contributions, aimed at bolstering organizational success and talent retention (Khaeruman et al., 2021).	1. Wages; 2. Incentives; 3. Allowances; 4. Facilities. (Zunaidah et al., 2020)	Likert
Work Environment	The work environment includes all aspects surrounding employees that can impact their job satisfaction, leading to better work results. This environment provides supportive	1. Safety; 2. Suitable environment; 3. People within the workplace. (Khaeruman et al., 2021)	Likert

Variable	Definition	Indicator	Size
	facilities to help employees complete their tasks, aiming to improve their performance (Widyaningrum, 2019).		
Job Satisfaction	Job satisfaction refers to employees' positive feelings toward their job. It affects various aspects of workforce dynamics, such as productivity, absenteeism, and turnover. Additionally, job satisfaction is a crucial factor in determining individual well-being and influencing employees' intentions to stay or leave their job (Indrasari, 2017).	1. Job satisfaction itself. 2. Opportunities for salary. 3. Promotion opportunities. 4. Satisfaction with supervision. 5. Satisfaction with coworkers. (Indrasari, 2017)	Likert
Employee Performance	The work outcomes attained by an individual while carrying out their duties define performance. Moreover, an individual's level of accomplishment in completing tasks overall during a certain timeframe is also termed performance (Silaen et al., 2021).	1. Work quantity; 2. Work quality; 3. Time utilization; 4. Attendance rate; 5. Cooperation. (Silaen et al., 2021)	Likert

The measurement employs the Likert scale, which is utilized to mitigate bias and prevent data concentration during analysis. The scale utilized is detailed in the following table:

Table 2. Measurement Scale

No	Question	Score
1	Strongly Agree	5
2	Agree	4
3	Undecided	3
4	Disagree	2
5	Strongly Disagree	1

The study heavily relied on Partial Least Squares (PLS) analysis, facilitated by SmartPLS software version 4.1.0.0, to explore the intricate connections between compensation, work environment, job satisfaction, and employee performance. PLS analysis, renowned for its effectiveness in Structural Equation Modeling (SEM), proved invaluable in handling the complexity of these relationships within a limited sample size, aligning closely with the study's objectives. The user-friendly interface and robust analytical capabilities of SmartPLS software further streamlined data processing and analysis. A comprehensive approach was adopted, investigating both the direct and indirect impacts of compensation and work environment on job satisfaction and employee performance. This involved assessing how compensation and

work environment directly influenced job satisfaction and employee performance, as well as examining the indirect effects mediated by job satisfaction. Moreover, Confirmatory Factor Analysis (CFA) was employed to validate the measurement models by evaluating the relationships between observed variables and latent constructs. Through CFA, the researchers sought to validate the theoretical constructs proposed in the study, thereby enhancing the reliability and validity of the measurement instruments. In summary, the combination of PLS analysis and CFA provided a robust analytical framework for understanding the relationships between compensation, work environment, job satisfaction, and employee performance. Through meticulous data analysis and hypothesis testing, the research aimed to offer valuable insights into management practices, providing actionable recommendations to enhance compensation structures and cultivate supportive work environments for stakeholders (Rahadi Rianto, 2023).

RESULT AND DISCUSSION

The significance of testing the research hypothesis can be delineated by examining the following:

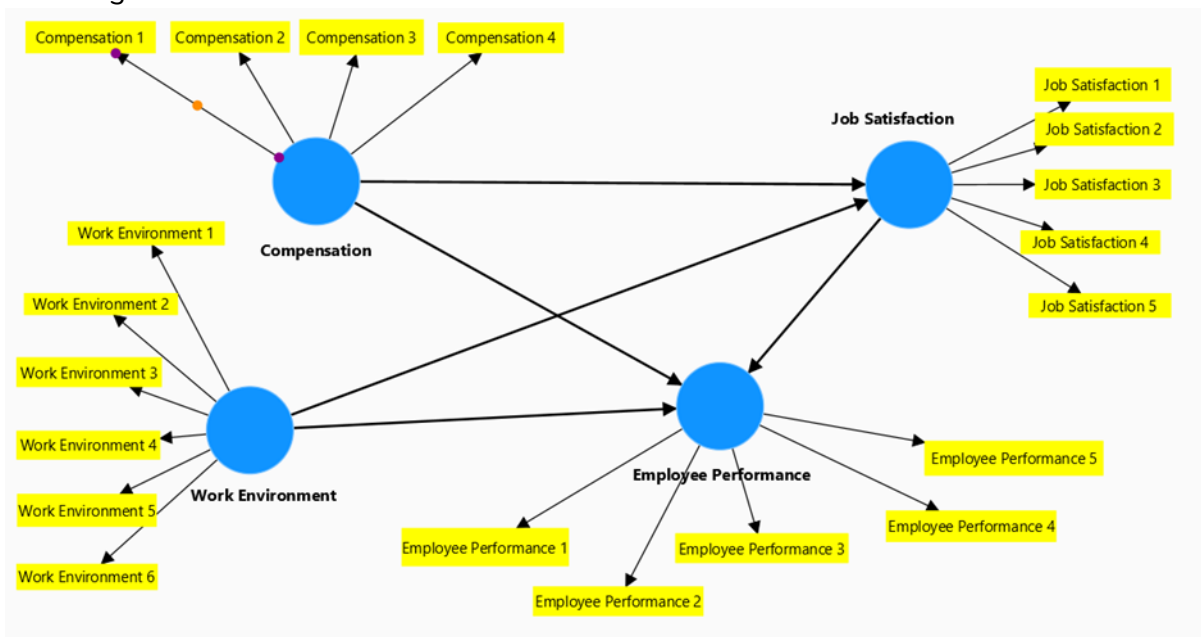


Figure 4. Research Model Results

The hypothesis examination illustrated in the aforementioned diagram entails the structured representation of various factors. Firstly, the exogenous variable of compensation, delineated by four indicators and corresponding questionnaires elucidating aspects such as wages, incentives, allowances, and facilities, is meticulously modeled. Subsequently, attention is directed towards the exogenous variable of work environment, characterized by three indicators and six questionnaires elucidating elements encompassing safety, appropriateness of the environment, and interpersonal dynamics within the workplace. Furthermore, the construct of job satisfaction assumes a dual role as an exogenous factor and

an intervening variable. It is delineated by five indicators and corresponding questionnaires exploring facets such as intrinsic job satisfaction, perceptions of salary-related opportunities, prospects for advancement, contentment with supervisory relationships, and satisfaction with peer interactions. Lastly, the endogenous variable under scrutiny in this research is employee performance. This construct, comprising five indicators and six questionnaires, encompasses dimensions including the quality and quantity of work output, efficient utilization of time, punctuality, and collaborative engagement. Subsequent to rigorous data analysis, the research modeling outcomes are expounded upon in detail below:

Table 3. Results Path Coefficients

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation → Job Satisfaction	0.362	0.368	0.092	3.952	0.000
Compensation → Employee Performance	0.423	0.435	0.136	3.111	0.002
Work Environment → Job Satisfaction	0.609	0.603	0.092	6.617	0.000
Work Environment → Employee Performance	0.217	0.206	0.106	2.035	0.042
Job Satisfaction → Employee Performance	0.359	0.357	0.157	2.295	0.022
Compensation → Job Satisfaction → Employee Performance	0.130	0.128	0.062	2.099	0.036
Work Environment → Job Satisfaction → Employee Performance	0.219	0.220	0.108	2.019	0.044

The findings of hypothesis testing within this investigation elucidate a series of intricate relationships: compensation's impact on job satisfaction, the influence of work environment on job satisfaction, compensation's effect on employee performance, the impact of work environment on employee performance, job satisfaction's role in influencing employee performance, compensation's indirect influence on employee performance via job satisfaction, and work environment's indirect influence on employee performance through job satisfaction. The acceptance criteria for these hypotheses are grounded in statistical significance, with all P values below 0.05 and T statistic values surpassing the critical threshold (1.994), in accordance with the scholarly perspective articulated by (Rahadi Rianto, 2023).

Hypothesis 1: Compensation has a positive and significant effect on employees' job satisfaction at PT Paskomnas Niaga Utama.

The hypothesis that compensation positively and significantly influences employee job satisfaction is supported, aligning with the findings of (Nasrul, 2023), which indicate that

compensation plays a crucial role for employees. It is suggested that compensation can cultivate strong employee loyalty towards the organization. High levels of loyalty are observed when employees' work-related desires and needs are adequately met, thereby ensuring satisfactory compensation both in terms of financial and non-financial aspects. Furthermore, this study contradicts the conclusions drawn by (Saputra, 2022), who proposed that compensation has a negligible or negative effect on job satisfaction. Providing sufficient and gratifying compensation to employees can bolster their loyalty to the organization. By meeting the needs and desires of employees through appropriate compensation, the company can forge robust bonds with its workforce and mitigate the risk of talent attrition.

Hypothesis 2: Compensation has a positive and significant effect on employees' performance at PT Paskomnas Niaga Utama.

The hypothesis regarding compensation's positive and significant influence on employee performance is supported, in line with research by (La Jere, Ismail, & Bas, 2024), suggesting that compensation is received by employees as a reward for their physical and non-physical performance, given to encourage and motivate them in their work tasks and to improve operational efficiency, ultimately leading to happier and more motivated employees in achieving company goals. Additionally, this research contradicts the findings of (Krisna & Kasmari, 2024), who suggested that compensation has no significant effect and has a negative relationship with employee performance. The increase in employee compensation significantly can enhance their performance, as supported by recent research. Therefore, companies should pay attention to fair and adequate compensation policies as a strategy to motivate employees, improve operational efficiency, and achieve company goals with happier and more motivated employees.

Hypothesis 3: The work environment has a positive and significant effect on employee job satisfaction at PT Paskomnas Niaga Utama.

The hypothesis positing a positive and significant impact of the work environment on employee job satisfaction is supported, aligning with the findings of (Rismayanti, Supiyadi, & Fanji, 2024). This suggests that the work environment influences job satisfaction as it encompasses various factors such as physical surroundings, work methodologies, and group or individual task arrangements, all of which contribute to an individual's satisfaction with their work. In contrast, the research conducted by (Ibniadji & Waluyo, 2023) is contradicted, as it suggests a negative and insignificant direct effect of the work environment on employee job satisfaction. This finding underscores the importance for companies to prioritize and invest in cultivating a conducive work environment. This entails attention to workspace organization, work methodologies, and task assignments both at the individual and group levels. Enhancing these aspects can elevate levels of employee job satisfaction, subsequently leading to improved employee performance and retention.

Hypothesis 4: The work environment has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama.

The hypothesis that a positive work environment significantly influences employee performance is supported, as evidenced by research conducted by (M. Abdullah, 2022b). This underscores the importance for management, particularly in companies, to prioritize creating

a conducive work environment, as it directly impacts employee performance. However, this finding contradicts the perspective of (Manurung & Tarmizi, 2023), who argue that a better work environment does not necessarily improve employee performance. Nonetheless, the consensus from (M. Abdullah, 2022b) suggests that investing in a positive work environment is crucial for enhancing employee productivity and the quality of work. Therefore, it is imperative for management to prioritize efforts in creating and maintaining a favorable work environment.

Hypothesis 5: Job satisfaction has a positive and significant effect on the employee performance at PT Paskomnas Niaga Utama.

The hypothesis regarding the positive impact of job satisfaction on employee performance is supported by research conducted by (Niati, Ariefiantoro, & Widyakto, 2024). This suggests that job satisfaction, influenced by various factors including what the company provides, leads to improved employee performance. Conversely, the findings contradict the research by (Yuliana & Fadhli, 2023), which suggests a negative effect of job satisfaction on employee performance. Therefore, enhancing job satisfaction emerges as a viable strategy for companies to improve employee performance. This highlights the importance of creating a supportive work environment that addresses employees' needs and desires. Consequently, allocating resources and efforts to enhance job satisfaction can lead to increased productivity and overall employee performance.

Hypothesis 6: Compensation through job satisfaction has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama

The hypothesis suggesting job satisfaction as a mediator between compensation and employee performance is supported by research conducted by (Emita, Siregar, & Sugeng, 2022). This indicates that compensation indirectly impacts employee performance through its influence on job satisfaction. The research identifies partial mediation, showing that compensation affects employee performance both directly and indirectly via job satisfaction. Conversely, the findings contradict the perspective of (Komara & Azzahra, 2021), who argue that job satisfaction cannot mediate the relationship between compensation and employee performance. This underscores the significance for companies to consider the interplay between compensation and job satisfaction in enhancing employee performance. Thus, it is crucial for companies to not only focus on the amount of compensation but also on how it affects employee job satisfaction. This strategic approach can effectively improve overall employee performance.

Hypothesis 7: The work environment, through job satisfaction, has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama

The hypothesis that job satisfaction mediates the relationship between the work environment and employee performance is supported by research conducted by (Hammar, 2023). This suggests that the impact of the work environment on employee performance is strengthened when mediated by job satisfaction. Conversely, this finding contradicts the perspective of (Siki, 2021), which suggests that the work environment does not significantly affect employee performance through job satisfaction. Therefore, creating a positive work environment emerges as a crucial factor in enhancing employee performance. This

underscores the importance for companies to prioritize improving job satisfaction among employees, as it serves as a mediator for the influence of the work environment on performance. Consequently, investing in the creation of a supportive and conducive work environment can lead to increased job satisfaction and ultimately improve overall employee performance.

Table 4. Summary of Hypothesis Testing Results

No	Hypothesis	Results (p-value)	Information
1	Compensation has a positive and significant effect on employees' job satisfaction at PT Paskomnas Niaga Utama.	0.00	Accepted
2	Compensation has a positive and significant effect on employees' performance at PT Paskomnas Niaga Utama.	0.00	Accepted
3	The work environment has a positive and significant effect on employee job satisfaction at PT Paskomnas Niaga Utama.	0.00	Accepted
4	The work environment has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama.	0.04	Accepted
5	Job satisfaction has a positive and significant effect on the employee performance at PT Paskomnas Niaga Utama.	0.02	Accepted
6	Compensation through job satisfaction has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama.	0.03	Accepted
7	The work environment, through job satisfaction, has a positive and significant effect on employee performance at PT Paskomnas Niaga Utama.	0.04	Accepted

CONCLUSION

Based on the findings of this research, it can be concluded that the compensation provided by the company has a direct and indirect impact on the performance and job satisfaction of employees at PT Paskomnas Niaga Utama. Employees who are satisfied with their compensation tend to contribute maximally to the company, both through the application of their skills and knowledge and through efforts to achieve organizational goals. Overall, the perception of employees at PT Paskomnas Niaga Utama regarding compensation variables is positive, with the highest scores falling on the allowance indicator, where employees feel that the allowances provided influence their decision to stay with the company. However, on the other hand, the lowest scores fall on the wage and incentive indicators, where the wages received match the level of work performed and the incentive system offered by the company has not yet encouraged employees to reach their performance targets. A good working environment can increase job satisfaction and employee performance. The paradigm of employees at PT Paskomnas Niaga Utama regarding the work environment is positive, with the highest scores falling on the safety indicator, indicating that employees feel their work

environment is safe for daily tasks. However, on the other hand, there are low scores for the suitable place indicator, indicating that office facilities such as desks, chairs, and other work equipment need to be improved to support the comfort and productivity of employees.

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