

# The Determinant Factors of Job Satisfaction and Employee Performance: Direct Compensation and Work Environment

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## Abstract

The purpose of this study is to analyze the influence of direct compensation on job satisfaction. to analyze the influence of direct compensation on employee performance. to analyze the influence of the work environment on job satisfaction. to analyze the influence of the work environment on employee performance. to analyze the effect of job satisfaction on employee performance. to analyze the influence of direct compensation on employee performance through job satisfaction. to analyze the influence of the work environment on employee performance through job satisfaction. This research was conducted in the franchise business Kebab Turki Baba Rafi, Surabaya. This research is a type of explanatory research sample using census method with respondents as many 63 employees. Data collection techniques using a questionnaire. Analysis of the data used SmartPLS. The results showed that direct compensation has a significant influence on job satisfaction. direct compensation has no significant influence on employee performance. work environment has a significant influence on job satisfaction. work environment has no significant influence on employee performance. job satisfaction has a significant influence on employee performance. direct compensation has a significant influence on employee performance through job satisfaction. work environment has a significant influence on employee performance through job satisfaction.

## Keywords

Direct Compensation, Work Environment, Job Satisfaction, Employee Performance

## 1. Introduction

Franchise business develops with various types of businesses spread throughout the world. One of the franchise businesses that is developing very rapidly in Indonesia is the food franchise. Food franchising develops because it is supported by the stable growth of the Indonesian economy, Indonesian society that is consumptive and the rapid development of information technology. This is supported by data from the Indonesian cafe and restaurant entrepreneur association (Apkrindo), which shows that restaurant growth in

Surabaya is almost 20% per year (Jppn.com 2018). One of the fast growing food franchises in the city of Surabaya is Kebab Turki Baba Rafi. This business has made many innovations such as making a varied kebab menu by adopting Indonesian specialties such as chicken kebab geprek, kebab rendang and others, besides selling kebabs, Kebab Turki Baba Rafi also sells hotdogs, burgers, syawarma, to roti canai with various kinds of toppings. Kebab Turki Baba Rafi has made 2 outlet concepts, the first is a regular concept that is open from 8 hours to 12 hours and the second uses a container concept where with this concept Kebab Turki Baba Rafi sells more menus and is open 24 hours later presents a comfortable atmosphere with attractive design and decoration and provides a place to just hang out or relax. What is the key to success at Kebab Turki Baba Rafi is the quality of service, the price offered, and the taste of the food being sold. In order for customers to be satisfied and to make purchases again it is necessary to improve these three factors by improving the performance of their employees. One of the good performance of employees can be seen from the level of discipline in their employees. The level of discipline of employee performance can be shown by the level of active and timely employee attendance so that employees seem to have the intention and enthusiasm to work in the company. The attendance data from employees are as follows:

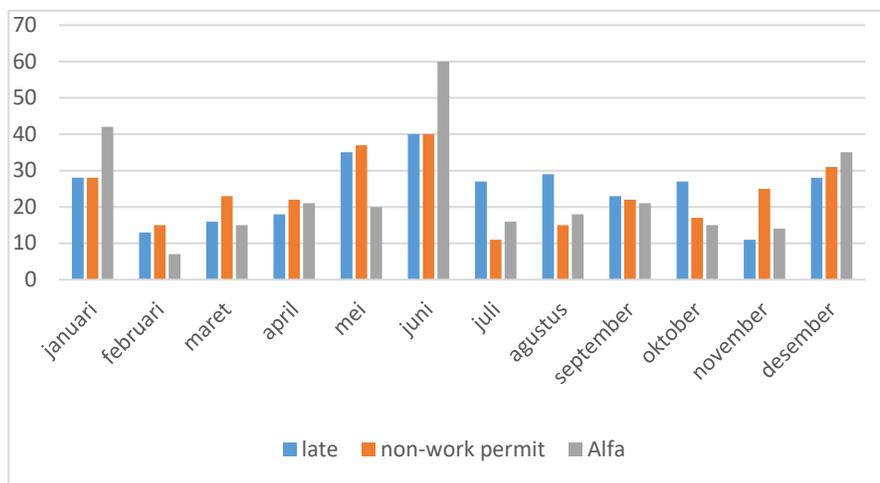


Figure 1 employee attendance graph

The presence data above shows that there is a lack of punctuality and absenteeism for various reasons made by employees at Kebab Turki Baba Rafi. This is possible because the compensation has not been in accordance with what is expected by the employees and the work environment is not good. The existence of a compensation system that is not appropriate and not in accordance with the expectations of employees and a work environment that is not good, will result in a slight violation of the rules set by the company. Therefore, the management should immediately evaluate thoroughly regarding direct compensation and the existing work environment in the company with the aim that job satisfaction and employee performance increase and it is hoped that the increased job satisfaction and employee performance can help the company achieve its goals. Kebab Turki Baba Rafi is a business that not only offers a physical product, namely a delicious kebab taste with a variety of toppings, but also a service, or a combination of the two. In fact, what consumers buy here is not merely a product in its physical form, but other benefits that the company offers through a product, such as a comfortable place to just relax, friendly employees and products that can be ordered online. With the availability of a comfortable place and attractive decoration, as well as physical facilities, cleanliness, neatness, friendly employees and good employee performance are absolutely necessary to support the running of the business. For this reason, research is needed to be able to observe the extent to which the employee's performance is given to be able to provide satisfaction for consumers. In terms of fulfilling the good performance of employees, it is necessary to have an employee performance appraisal process with various supports such as direct compensation and a good work environment to increase employee job satisfaction, which is expected with this satisfaction, employee performance will

increase. Based on the background description above than the research questions can be made as whether the direct compensation have a significant influence on job satisfaction, whether direct compensation have a significant influence on employee performance, whether the work environment have a significant influence on job satisfaction, whether the work environment have a significant influence on employee performance, whether job satisfaction have a significant influence on employee performance, whether direct compensation have a significant influence on employee performance through job satisfaction, whether the work environment have a significant influence on employee performance through job satisfaction.

## **2. Literature Review**

### **2.1 Direct Compensation**

According to Sedarmayanti, (2010) compensation is everything that employees receive in return for their work. Meanwhile, according to Hasibuan (2013), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Compensation includes direct cash payments, indirect payments in the form of employee benefits. Besides that, there is also an intensive to motivate employees to work hard to achieve higher levels of productivity (Sunyoto 2013). According to Rachmawati (2007) compensation is an organizational way to improve work performance, motivation and job satisfaction for employees. According to Dessler (1998) Compensation with direct financial payments in the form of salaries, wages, incentives, commissions and bonuses. From the above definition, it can be concluded that direct compensation is the result obtained from an employee as a result of the performance contribution given to the company in the form of salaries, wages and incentives / bonuses. The indicators in direct compensation according to Rivai (2004) are as follows:

- Salary is remuneration in the form of money received by an employee as a consequence of his position as an employee who contributes energy and thoughts in achieving the company's goals. It can also be said to be a fixed fee that a person receives from his membership in a company.
- Wages are direct financial rewards that are paid to employees based on working hours, the number of goods produced or the number of services provided. So unlike salaries which are relatively fixed in number, the amount of wages can vary depending on the output produced.
- Incentives are direct rewards paid to employees because their performance exceeds the specified standards. Incentives are another form of direct wages other than wages and salaries which are fixed compensation, which can be called performance-based compensation (pay for performance plan).

### **2.2 Work Environment**

The work environment in a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. A working environment condition is said to be good or appropriate if humans can carry out activities in an optimal, healthy, safe and comfortable manner. according to Sedarmayanti (2011) is the entire tooling tool and material faced, the surrounding environment where a person works, his work methods, and work arrangements both as individuals and as groups. According to Sutrisno (2010) the work environment is the entire work facilities and infrastructure around employees who are doing work which can affect the implementation of work. From the definition above, it can be concluded that the work environment is the environment around employees that can influence employees in carrying out their work. The indicators in the Work Environment according to Sedarmayanti (1996:) are:

- Light, Illumination Light or lighting that is less clear causes vision to be less clear, so that work will be slow, experience many errors and ultimately cause less efficiency in completing work.
- Air temperature, oxygen is a gas needed by living things to maintain survival, namely for metabolic processes, the surrounding air is said to be dirty if the oxygen level in the air has been reduced and has been mixed with odors that are harmful to body health, feeling cool and fresh at work helps speed up recovery of the body due to fatigue after work

- Decorating Color, has to do with good color layout, therefore decoration is not only related to how to arrange the layout, equipment color layout, and others to work.
- Noise. One of the pollution that is busy for experts to overcome is noise, which is the sound that the ear does not want. It is undesirable, because especially in the long term the sound can disturb the quietness of work, damage hearing, and cause communication errors, even according to research, serious noise can cause death. Because work requires concentration, noise should be avoided so that work can be done efficiently so that work productivity increases.
- Work Relationships, a pleasant work environment for employees through binding harmonious relationships with superiors, coworkers, and subordinates and supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees so that employee performance can increase.

### **2.3 Job Satisfaction**

According to Titisari (2014) Job satisfaction is an expression of a person's feelings or attitudes towards their work, to promotion opportunities, relationships with colleagues, supervision and feelings of satisfaction with the work itself. According to Handoko (2001) explains that job satisfaction is a pleasant emotional state when employees carry out their respective jobs. According to Robbins (2015) job satisfaction is "a general attitude towards a person's job which shows the difference between the number of awards received by workers and the amount they believe they should receive". Job satisfaction is an affective or emotional response to various aspects or aspects of a person's job so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of a job and dissatisfied with one or more other aspects. Feelings related to job satisfaction and dissatisfaction tend to reflect the worker's assessment of current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, namely job values and basic needs (Robbins, 2015). From the above definition it can be concluded that job satisfaction is a feeling of satisfaction that arises as a result of conducive and pleasant work conditions. The indicators in Job Satisfaction According to Luthans (2006) are:

- The job itself is related to the characteristics of the job and the complexity of the work being carried out is fun and satisfying and provides challenges to employees.
- Promotion opportunity is the process of changing from one job to another in a higher hierarchy of authority and responsibility than the authority and responsibility that has been previously given, in other words, being given the opportunity to advance in the organization.
- Supervision is the relationship between each employee and his direct supervisor.
- Colleagues are colleagues who work in an organization and their interactions are cooperative at work.

### **2.4 Employee Performance**

Prabu Mangkunegara (2011) defines employee performance as the quality and quantity of work achieved by an employee in carrying out his duties according to the responsibilities assigned to him. Simamora (2004) states that performance refers to the level of achievement of tasks that make up an employee's job. According to Marwansyah (2012) performance is the achievement / achievement of a person with respect to the tasks assigned to him. Meanwhile, according to Rivai and Basri in Sinambela (2012:6) that performance is the result or level of success of a person or overall during a certain period in carrying out a task compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been agreed together. From the above definition it can be concluded that performance is the result achieved by employees from the duties and responsibilities assigned to them. The indicators in employee performance according to Dharma (2003) include:

- The quantity, which relates to the amount to be completed. Is a quantitative which involves the calculation of the process or implementation of activities. This is related to the number of outputs

produced, so as to determine the level of employee work performance compared to the quantity standard set by the company.

- Quality, which is related to the quality produced (whether good or bad) a quantitative measure that reflects the "level of satisfaction", namely how well the completion of a company is even though qualitative standards are difficult to measure or determine, but this is important as a reference for achieving the goal of completing a job.
- Timeliness, which relates to the action according to the planned time. It is a special type, of quantitative measure which is the usual timekeeping determined based on previous experience or based on the study of motion in time.

## 2.5 Research Concept Framework

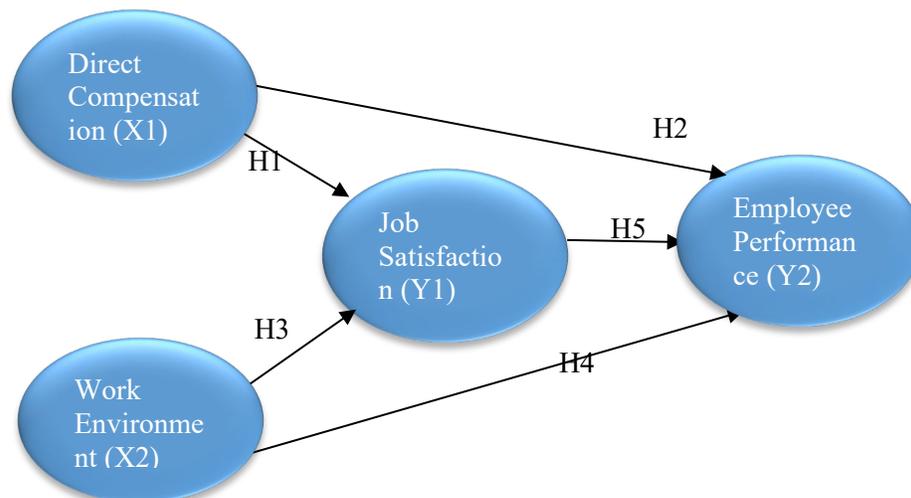


Figure 2 Research Concept Framework

## 2.6 Research Hypothesis

H1: Direct Compensation (X1) has a significant influence on Job Satisfaction (Y1).

H2: Direct Compensation (X1) has a significant influence on Employee Performance (Y2).

H3: Work Environment (X2) has a significant influence on Job Satisfaction (Y1).

H4: Work Environment (X2) has a significant influence on Employee Performance (Y2).

H5: Job Satisfaction (Y1) has a significant influence on Employee Performance (Y2).

H6: Direct compensation (X1) has a significant influence on Employee Performance (Y2) through Job Satisfaction (Y1).

H7: Work Environment (X2) has a significant influence on Employee Performance (Y2) through Job Satisfaction (Y1)

## 3. Methodology

This research is a type of explanatory research. According to Sugiyono (2013), explanatory research is a study that explains the position between the variables studied and the relationship between one variable and another through testing the hypotheses that have been formulated. The approach used in this research is quantitative, that is, a research approach that is required to use numbers, starting from data collection, interpretation of the data, and the appearance of the results. In this quantitative research, there are 4 variables, namely direct compensation, work environment, job satisfaction, employee performance.

### 3.1 Population

The population in this study is an area that the researcher wants to study. As according to Sugiyono, (2013) population is / is defined as a generalization area consisting of: objects / subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then draw conclusions. The population in this study were employees of Kebab Turki Babarafi Surabaya.

### 3.2 Sample

According to Sugiyono, (2013) the sample is part or representative of the population studied. The population, for example, is the population in a certain area, the number of employees in certain organizations, the number of teachers and students in certain schools and so on. In order to obtain a representative sample, researchers used the census method. With a total sample of 63 employees of Kebab Turki Baba Rafi Surabaya.

### 3.3 Data Analysis Technique

In this study, researchers used PLS data analysis techniques using SmartPLS Partial Least Squares (PLS) software which is a powerful analytical method and often referred to as soft modeling because it eliminates OLS (Ordinary Least Squares) regression assumptions, as data must be normally distributed multivariate and there is no problem of multicollinearity between variables, Wold, 1985 (Ghozali, M.Com, Ph.D, Ak Latan 2015). There are several reasons why in this study PLS data analysis techniques are used, namely:

1. the number of samples used does not have to be large (minimum 30).
2. Not assuming certain distributed data, can be nominal, category, ordinal, interval and ratio.

## 4. Discussion and Analysis

Table 1 Convergent Validity Test

	X1	X2	Y1	Y2
X1.1	0.931			
X1.2	0.947			
X1.3	0.911			
X2.1		0.926		
X2.2		0.619		
X2.3		0.928		
X2.4		0.860		
X2.5		0.781		
Y1.1			0.943	
Y1.2			0.796	
Y1.3			0.956	
Y1.4			0.854	
Y2.1				0.924
Y2.2				0.986
Y2.3				0.953

Note: X1: Direct Compensation, X2: Work Environment, Y1: Job Satisfaction, Y2: Employee Performance

The convergent validity test results show that the value of the outer model or correlation between the construct and the latent variable has met convergent validity because the value of the loading factor is not below the limit of the loading factor of 0.60.

Table 2 Composite Reability and AVE Test

	Composite Reliability	AVE
<b>X1</b>	0.950	0.865
<b>X2</b>	0.916	0.690
<b>Y1</b>	0.938	0.791
<b>Y2</b>	0.968	0.911

Composite Reability and AVE test results show that all constructs meet reliable criteria. This is indicated by the composite reliability value above 0.70 and AVE above 0.50 as the recommended criteria.

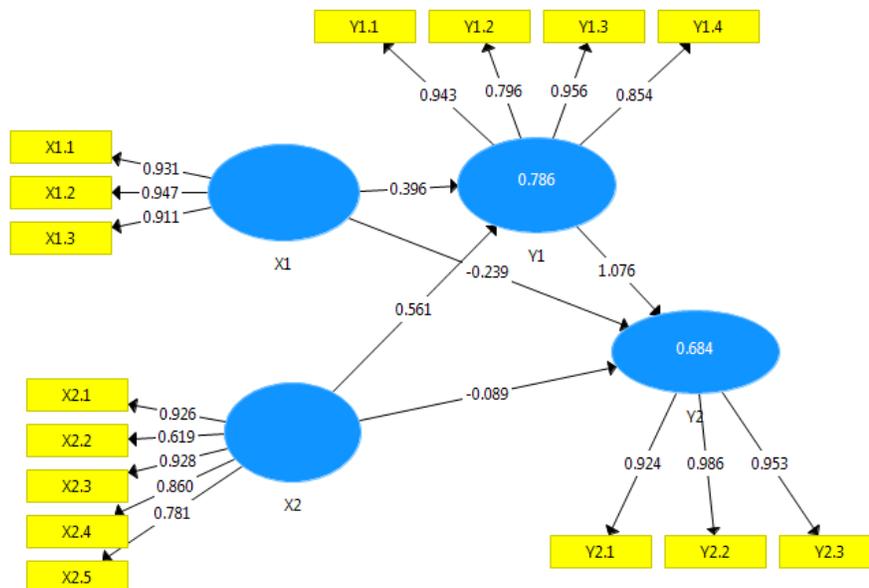


Figure 3 R Square Test

Figure 3 shows that the R Square Adjusted value for the Job Satisfaction variable (Y1) is 0.786 for the Employee Performance variable (Y2) which is 0.684. These results indicate that 78.6% of the Job Satisfaction variable (Y1) can be influenced by Direct Compensation (X1) and the Work Environment (X2), while Employee Performance (Y2) can be influenced by the Direct Compensation (X1), Work Environment (X2) and Job Satisfaction (Y1) with a value of 68.4%.

Table 3 Hipotesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STERR))	P-Value
(X1) -> (Y1)	0.396	0.396	0.090	4.423	0.000
(X1) -> (Y2)	-0.239	-0.202	0.175	1.336	0.176
(X2) -> (Y1)	0.561	0.559	0.085	6.566	0.000
(X2) -> (Y2)	-0.089	-0.070	0.193	0.463	0.644
(Y1) -> (Y2)	1.076	1.020	0.235	4.588	0.000
(X1) -> (Y1)->(Y2)	0.426	0.400	0.120	3.541	0.000
(X2) -> (Y1)->(Y2)	0.604	0.570	0.160	3.773	0.000

1. The Direct Compensation construct has a significant influence on the Job Satisfaction construct. This can be seen from the t value of 4,423 with a p-value of 0,000. This value is greater than t table (1,960) and the p-value is smaller than 0.05. This result means that Direct Compensation has a significant effect on Job Satisfaction. This means that Hypothesis 1 is accepted. This shows that the Direct Compensation that has been implemented by the company can significantly increase employee job satisfaction. This is supported by research conducted by Arlina Candra Putri and Nurtjahjono (2015) which shows that direct compensation has a significant influence on employee job satisfaction.
2. The direct compensation construct has no significant influence on the employee performance construct. This can be seen from the t value of 1.336 with a p-value of 0.176. This value is smaller than t table (1,960) and the p-value is greater than 0.05. This result means that direct compensation has no significant effect on employee performance. This means that Hypothesis 2 is rejected. This shows that the Direct Compensation that has been implemented by the company is not able to significantly improve employee performance. This is in contrast to research conducted by Sadzwina & Gilang, (2015) which shows that direct compensation has a significant influence on employee performance.
3. The work environment construct has a significant influence on the job satisfaction construct. This can be seen from the t value of 6,566 with a p-value of 0,000. This value is greater than t table (1,960) and the p-value is smaller than 0.05. This result means that the Work Environment has a significant influence on Job Satisfaction. This means that Hypothesis 3 is accepted. This shows that the work environment in the company is able to increase employee job satisfaction significantly. This is supported by research conducted by Fauzi, (2017) which shows that the work environment has a significant effect on employee job satisfaction. while the results of research conducted by Aoliso & Lao, (2018) show that the work environment has a positive influence on employee job satisfaction.
4. The work environment construct has no significant influence on the employee performance construct. This can be seen from the t value of 0.463 with a p-value of 0.644. This value is smaller than t table (1,960) and the p-value is greater than 0.05. This result means that the work environment has no significant effect on employee performance. This means that Hypothesis 4 is rejected. This shows that the work environment in the company is not able to significantly improve employee performance. This is in contrast to research conducted by Citraningtyas & Djastuti, (2017) which shows that the work environment has a significant effect on employee performance. while the results of research conducted by Putri, Ekowati, & Supriyanto, (2019) show that the work environment has a significant influence on employee performance.
5. The Job Satisfaction construct has a significant influence on the Employee Performance construct. This can be seen from the t value of 4.588 with a p-value of 0.000. This value is smaller than t table (1,960) and the p-value is greater than 0.05. This result means that Job

Satisfaction has a significant effect on Employee Performance. This means that Hypothesis 5 is accepted. This shows that the job satisfaction felt by employees can improve their performance significantly. This is supported by research conducted by Febriyana, (2015) which shows that job satisfaction has a significant effect on employee performance. while the results of research conducted by Khairiyah & Nur Syaima Annisa (2013) show that job satisfaction has a positive influence on employee performance.

6. The Direct Compensation construct has a significant influence on the Employee Performance construct through the Job Satisfaction construct. This can be seen from the t value of 3,541 with a p-value of 0,000. This value is smaller than t table (1,960) and the p-value is greater than 0.05. This result means that direct compensation has a significant influence on employee performance mediated by job satisfaction. This means that Hypothesis 6 is accepted. This shows that the Direct Compensation applied by the company is able to significantly increase employee performance when mediated by Job Satisfaction.
7. The Work Environment construct has a significant influence on the Employee Performance construct through the Job Satisfaction construct. This can be seen from the t value of 3.773 with a p-value of 0.000. This value is smaller than t table (1,960) and the p-value is greater than 0.05. This result means that the work environment has a significant influence on employee performance mediated by job satisfaction. This means that Hypothesis 7 is accepted. This shows that the work environment in the company can significantly improve employee performance if it is mediated by job satisfaction.

## 5. Conclusions

Based on the problems that have been formulated, the results of the analysis and hypothesis testing that have been carried out in the previous chapter, the following conclusions can be drawn from the research conducted:

1. The results of data processing show that there is a significant influence between the Direct Compensation variable on Job Satisfaction with a p-value of 0.000 and a t value of 4,423. Based on the results of this data processing, this means that the Direct Compensation implemented by the company is good enough because it can significantly increase employee job satisfaction.
2. The results of data processing show that there is no significant influence between the Direct Compensation variable on Employee Performance with a p-value of 0.176 and a t value of 1.336. Based on the results of this data processing, this means that the Direct Compensation implemented by the company is not sufficient to significantly boost employee performance.
3. The results of data processing indicate that there is a significant influence between the Work Environment variable on Job Satisfaction with a p-value of 0.000 and a t value of 6,566. Based on the results of data processing, this means that the work environment in the company is good enough because it can significantly increase employee job satisfaction.
4. The results of data processing show that there is no significant influence between the Work Environment variable on Employee Performance with a p-value of 0.644 and a t value of 0.463. Based on the results of data processing, this means that the existing work environment is not capable enough to significantly boost employee performance.
5. The results of data processing show that there is a significant influence between Job Satisfaction and Employee Performance with a p-value of 0.000 and a t value of 4.588. Based on the results of this data processing, this means that the job satisfaction felt by employees will be able to encourage them to significantly improve their performance.

6. The results of data processing show that there is a significant influence between the direct compensation variable on employee performance through job satisfaction with a p-value of 0.000 and a t value of 3.541. Based on the results of data processing, this means that direct compensation has a significant influence on employee performance if it is mediated by job satisfaction.
7. The results of data processing show that there is a significant influence between Work Environment variables on Employee Performance through Job Satisfaction with a p-value of 0.000 and a t value of 3.773. Based on the results of data processing, this means that the work environment has a significant influence on employee performance if it is mediated by job satisfaction.

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