

# THE INFLUENCE OF COMPENSATION, WORK ENVIRONMENT, AND LEADERSHIP ON EMPLOYEE PERFORMANCE AT PT BPD KALTIM KALTARA WITH JOB SATISFACTION AS A MEDIATING VARIABLE

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## ABSTRACT

This study aims to analyze empirical evidence of the influence of compensation, work environment, and leadership on the performance of PT BPD Kaltim Kaltara employees, with job satisfaction as a mediating variable. This study uses a quantitative method with a sample of 175 data. The sample selection is determined based on purposive sampling, which is the selection of samples with specific criteria. This research employs the Hair et al. formula. The analytical techniques used in this study are SPSS and SEM PLS analysis, utilizing SmartPLS software version 3.2. The research results indicate that compensation has a positive and significant impact on employee performance. The work environment does not affect employee performance. Leadership has a positive and significant impact on employee performance. Job satisfaction has a positive and significant impact on employee performance. Compensation has a positive and significant impact on job satisfaction. The work environment has a positive and significant impact on job satisfaction. Leadership does not affect job satisfaction. Job satisfaction can mediate the influence of compensation on employee performance. Job satisfaction can mediate the influence of the work environment on employee performance. Job satisfaction cannot mediate the influence of leadership on employee performance.

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## 1. INTRODUCTION

Human Resources (HR) is a crucial element in any organization, institution, or agency. The progress of an organization, institution, or agency greatly depends on the improvement of HR capacity, which is a key factor in their advancement. Concrete and targeted HR management is an important guideline to ensure positive developments in the work environment. The role of HR is crucial in achieving development goals, as stipulated in Law No. 5 of 2014 regarding the State Civil Apparatus. Civil servants are responsible for implementing public policies and providing professional and quality services in accordance with the provisions of the laws and regulations. Good HR is the key to realizing an agency's vision. Therefore, there should be regulations that consider the factors influencing employees' work attitudes to ensure the agency's goals are achieved effectively.

Employee performance is influenced by various factors, including compensation, the work environment, leadership, and job satisfaction. Compensation is the reward given to the workforce as recognition for their contributions of effort and thought. Proper compensation management will affect HR quality and impact organizational effectiveness. A good work environment, both physically and non-physically, also influences work productivity. Transformational leadership is a key factor in motivating employees to achieve better performance. Organizational success is also highly dependent on the level of employee job satisfaction because job satisfaction has a positive correlation with performance.

The Regional Development Bank of East Kalimantan and North Kalimantan, or Bankaltimtara, is a Regional-Owned Enterprise (BUMD) that plays a significant role in supporting development in the region. Bankaltimtara faces various challenges, including suboptimal employee performance. Survey results indicate issues related to company culture and compensation management as the causes of low employee performance. Therefore, improvements in factors such as leadership, compensation, the work environment, and job satisfaction are crucial for Bankaltimtara. This research aims to examine the influence of compensation, the work environment, and leadership on the performance of Bankaltimtara

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employees, as well as to explore the role of job satisfaction as a mediating variable in this relationship. This study represents a new contribution to understanding the factors that affect employee performance in Bankaltimara.

### **Literature Review Compensation**

Employees working within an organization undoubtedly require adequate and fair compensation, and ideally, it should be competitive compared to other organizations or companies. A well-structured compensation system significantly influences one's work enthusiasm and productivity. An effective compensation system needs to be supported by rational methods that ensure individuals are paid or compensated in accordance with their job requirements. Experts define compensation as follows: According to Hasibuan (2017:119), compensation is all income in the form of money, direct or indirect goods received by employees as a reward for the services provided to the company. Establishing an effective compensation system is a crucial part of human resource management as it helps attract and retain talented employees. Additionally, a company's compensation system has an impact on strategic performance. According to Wibowo (2016:271), compensation is the total package offered by the organization to employees as a reward for the use of their labor. As per Marwansyah (2016:269), compensation refers to direct or indirect, financial or non-financial rewards that are fair and reasonable for employees as a response or contribution to achieving the company's objectives. Compensation is one way organizations enhance job performance, motivation, and job satisfaction among employees, as stated by Rachmawati (2017:144).

### **Work Environment**

According to Afandi (2018:66), the work environment is something within the working environment that can influence an individual's performance, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and the adequacy of work equipment. The work environment can be understood as the overall tools and surroundings faced by an employee, their working methods, and the impact on their work, both as individuals and as a group. According to Sedarmayanti (2017), the work environment is a place for various groups where there are several supporting facilities to achieve the company's objectives in line with the company's vision and mission. According to Anam (2018:46), the work environment encompasses everything around employees that affects an individual's sense of security, comfort, and satisfaction in performing and completing the tasks assigned by superiors. Based on the above definitions, it can be concluded that the work environment is the environment surrounding employees as they carry out their job tasks, including lighting, temperature, safety, and adequate work equipment.

### **Leadership**

Leadership is the ability to influence others in support of relevant organizational goals. Leadership is a process that is essential and needs to be carried out in human life as social beings. People as social beings cannot escape their dependence on others. Living in a community requires leaders and leadership to determine the desired direction or goals and how those goals can be achieved (Andriani et al., 2017). All leader actions perceived or referred to by subordinates are known as leadership styles (Pawirosumarto et al., 2017).

### **Employee Performance**

According to Mangkunegara, A.A.P. (2017), employee performance is the result of work that has both quality and quantity achieved by an employee in a company, following the authority and responsibilities given by the company. In efforts to achieve the organization's vision and objectives, in accordance with moral and ethical standards, and without violating the law. According to Onsardi et al. (2019) and Onsardi (2019), employee performance is the quality and quantity in an individual's or group's activities that is obtained through the learning process and the desire to excel. Meanwhile, Hasibuan, H.M. (2019), states that performance is the result of a person's work based on skills, experience, commitment, and time. Based on the various expert definitions above, it can be concluded that employee performance is the result of work, both in terms of quality and quantity, based on an employee's skills, experience, commitment, and time.

### **Job Satisfaction**

Simply put, job satisfaction can be defined as the extent to which an employee likes their job, while job dissatisfaction indicates the degree of employee disapproval of their job. According to Rahestha et al. (2020), job satisfaction is an attitude reflecting an employee's feelings about various aspects of their job. According to Nataliana and Wijono (2018), job satisfaction is the overall result of an employee's degree of liking or disliking various aspects of their job. In other words, job satisfaction reflects the employee's *The Influence of Compensation, Work Environment, and Leadership on Employee Performance at PT BPD Kaltim Kaltara with Job Satisfaction as a Mediating Variable.*

attitude toward their job. Pitasari and Perdhana (2018) refer to it as the general opinion employees hold about their job, where those with high job satisfaction have positive feelings about their job, while those who are unhappy with their job may hold negative attitudes. Based on the opinions of various experts, it can be concluded that job satisfaction is an attitude reflecting an employee's feelings about their entire job. Job satisfaction can be defined as the extent to which an employee likes their job, and employees who are satisfied and content with their work are likely to perform their tasks to the best of their abilities, resulting in positive outcomes.

## 2. METHOD

This research is a type of causal-comparative study, which describes the cause-and-effect relationship between two or more variables (Sugiyono, 2018). The researcher aims to test the independent variables of compensation, work environment, and leadership and their influence on the dependent variable, which is employee performance, with job satisfaction as a mediating variable. The research design to be employed by the researcher in this study is a causal design. Causal research is research that focuses on cause-and-effect relationships (Sugiyono, 2018). The purpose of this research is to determine whether there is an influence from several independent variables on the dependent variable. The data will be processed and analyzed quantitatively to provide a clearer picture of the researched subject, and conclusions will be drawn from the results.

## 3. RESULT AND DISCUSSION

### The Influence of Compensation on Employee Performance

The analysis results indicate that the compensation variable has a positive and significant influence on employee performance. This finding suggests that higher compensation provided by the company at Bankaltimtara will result in improved employee performance. With higher compensation, employees will strive to meet their targets. In other words, the higher the compensation, the better the employee performance. Conversely, lower compensation leads to lower employee performance. The research results also show that respondents perceive that the empowerment initiatives carried out by leaders, such as leading by example, participative decision-making, training, information sharing, and showing care and interaction with the team at Bankaltimtara, can enhance employee creativity through the smoothness, elaboration, and authenticity of Bankaltimtara.

These findings are consistent with Ritawati's research (2015), which found that compensation in the banking sector is adjusted to the targets achieved by the bank. If the bank earns higher profits, employees receive higher compensation, and conversely, if the bank's profits are lower, employees receive lower compensation. This is supported by research that the appropriate compensation policy, accepted by employees, will improve employee performance (Gunawan et al., 2020).

However, Aromega et al. (2019) found that compensation had no significant influence on employee performance, indicating that several compensation factors need to be reevaluated, such as providing appropriate bonuses to hotel employees who work overtime, which ultimately affects the diligence and neatness of performance by Yuta Hotel Manado employees. Similarly, Bankaltimtara's experience shows that the lack of attention to providing bonuses commensurate with the workload given can lead to employees maintaining their best performance.

Furthermore, Pradita's research (2017) suggests that compensation has a negative and nonsignificant influence on employee performance. This is because, when higher compensation is given, the workload or job targets increase. Employees tend to want to go home on time rather than adding to their workload, which affects the company's bonus distribution. In contrast to Bankaltimtara employees, where the bonuses or rewards given do not match the sacrifices (time, energy, and mental effort). When bonuses are not proportionate, it can lead to work fatigue and decreased employee performance at Bankaltimtara. In conclusion, it can be deduced that compensation has a positive and significant influence on the performance of Bankaltimtara employees.

### The Influence of Work Environment on Employee Performance

The analysis results indicate that the work environment variable does not have an influence on employee performance. This finding suggests that the quality of the work environment provided by the company at Bankaltimtara will not lead to an improvement in employee performance.

These research findings align with the study conducted by Yantika et al. (2018:184), which explains that the work environment has a positive but nonsignificant influence on employee performance. A high-quality work environment signifies the success of an organization, while a poor work environment can lead to a lack of motivation and reduced employee performance.

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In a study conducted by Al-Omari and Okasheh (2017), it was found that the highest ratio affecting employee performance stemmed from discomfort with old furniture, which had a significantly negative impact on employee performance. Therefore, when employees do not feel comfortable in their workspace, their performance is easily affected. Based on these findings, this research concludes that employees have adequate and well-maintained equipment, falling into the high but not very high category, and this equipment has an impact but is not significant on the performance of Bankaltimtara employees.

Furthermore, a study conducted by Hanafi and Yohana (2017) found a positive but nonsignificant relationship between the work environment and employee performance. This finding supports the conclusions of this study. The study also explained that workspace and office layout play an important role in influencing the performance of PT BNI Life Insurance employees but have not shown significant effects. Therefore, supported by this research, it appears that the adequacy of workspace or the privacy of the environment owned by employees does not influence the performance of Bankaltimtara employees. Thus, it can be concluded that the work environment does not have an influence on the performance of Bankaltimtara employees.

### **The Influence of Leadership on Employee Performance**

The analysis results indicate that the leadership variable has a positive and significant influence on employee performance. This finding suggests that the quality of leadership at Bankaltimtara will lead to an improvement in employee performance. These research findings are supported by Pambudi et al. (2016), who state that leadership style affects employee performance. Leadership styles that provide motivation, listen to employee aspirations, and reward employees can encourage them to improve their work performance. Leadership styles can influence employees to be actively engaged in their tasks. Each employee will contribute their knowledge, skills, abilities, attitudes, and behaviors to achieve the company's set targets.

Thus, it can be concluded that leadership has a positive and significant influence on the performance of Bankaltimtara employees.

### **The Influence of Job Satisfaction on Employee Performance**

The analysis results indicate that the job satisfaction variable has a positive and significant influence on employee performance. This finding suggests that higher job satisfaction provided by the company at Bankaltimtara will result in improved employee performance. The Influence of Job Satisfaction on Employee Performance As found in the study by Mariati & Mauludin (2018), it was discovered that job satisfaction has a positive and significant influence on employee performance. This occurs because employees are given equal opportunities to advance and develop themselves, such as promotions and training for personal growth. The company's treatment of its employees triggers high quality and quantity of work achieved by employees in performing their tasks. Supported by the above research, this fact is also evident at Bankaltimtara, where employees have opportunities for promotion due to the company's fair job promotion system. This fosters employee satisfaction and enhances both the quantity and quality of their performance, which is evident in the high category.

Furthermore, research by Usman et al. (2018) found that job satisfaction has a positive and significant influence on employee performance. This influence is based on the dimension of co-workers in job satisfaction, which has an impact on employee performance. Similar to that research, this study also found that having good communication with co-workers, particularly in the dimension of interpersonal influence, is in the high category and affects employee performance. In contrast, a study by Paaïs (2018) found that job satisfaction does not have a significant influence on employee performance. This is observed in the fact that an increase in job satisfaction does not necessarily lead to an improvement in employee performance. For example, during the unrest in Ambon, nearly all banks closed their businesses, but Bank Maluku managed to improve its performance. In contrast to this study, job satisfaction plays a crucial role in enhancing employee performance at Bankaltimtara. As discussed earlier, employees have high performance when they feel comfortable and satisfied, such as having supportive co-workers who help one another.

Therefore, in this regard, Bankaltimtara needs to pay attention to the job satisfaction of each employee, such as providing proper promotion procedures and maintaining communication among co-workers, whether with superiors or subordinates. With such efforts from the company, employees will strive to improve their performance by completing tasks according to the company's targets and working effectively and efficiently. Thus, it can be concluded that job satisfaction has a positive and significant influence on the creativity of Bankaltimtara employees.

### **The Influence of Compensation on Job Satisfaction**

The analysis results indicate that the compensation variable has a positive and significant influence on job satisfaction. This finding suggests that higher compensation provided by the company at Bankaltimtara will result in increased job satisfaction. This is supported by previous research conducted by Harahap & Khair (2019) and Tamali and Munasip (2019). Based on the results of the study conducted by Harahap & Khair (2019), it was found that compensation has a positive but nonsignificant influence on job satisfaction. In that study, it was found that the research sample was already satisfied with the compensation provided by the company. Therefore, compensation no longer had an influence on the job satisfaction experienced by employees. The study also found that the salaries received by employees were sufficient for their basic needs, and they also had job security provided by the company. Thus, in line with this research, where it was found that salaries are provided fairly by Bankaltimtara each month and also meet the basic needs of employees.

As a result, employees no longer felt that job satisfaction was influenced by the compensation provided. Furthermore, in the research by Tamali and Munasip (2019), it was found that the compensation variable has a negative and significant influence on job satisfaction at PT PELINDO I (Persero) Branch of Domestic Container Terminal Belawan. It was observed that the incentives received by employees did not match the workload given to them. Therefore, compensation decreased, but job satisfaction increased, which was caused by the guidance provided by leaders in line with employees' expectations. In contrast, in the research conducted, the provision of incentives was in line with the role in the company, and job satisfaction was high, as employees had superiors who cared about their subordinates, falling into the high category.

Thus, it can be concluded that compensation has a positive and significant influence on job satisfaction at Bankaltimtara. **The Influence of Work Environment on Job Satisfaction**

The analysis results indicate that the work environment variable has a positive and significant influence on job satisfaction. This finding suggests that the high-quality work environment provided by the company at Bankaltimtara will lead to increased job satisfaction. This is supported by previous research conducted by Pawirosumarto et al (2017), followed by Chaudhry et al (2017), and finally, the study by Agbozo et al (2017).

Referring to the research by Pawirosumarto et al (2017), it was found that the working atmosphere dimension in the work environment has a relationship with the supervision dimension in job satisfaction. These results align with the researcher's findings that the workspace has a high correlation with the job satisfaction of Bankaltimtara employees. Furthermore, in the research by Chaudhry et al (2017), the results showed that dimensions in the work environment, such as having positive communication among co-workers, have an impact on job satisfaction. This is supported by the findings of the study, which found that the non-physical work environment had positive outcomes related to the co-worker dimension in job satisfaction.

Finally, in the study by Agbozo et al (2017), similar results were found, where a good relationship and communication in the work environment had a direct impact on the motivation and job satisfaction of employees in the research. This aligns with the study's findings, which showed that the relationship and communication between superiors and subordinates in the workplace had a direct influence on job satisfaction in the co-worker dimension. Therefore, it can be concluded that the work environment has a positive and significant influence on job satisfaction at Bankaltimtara.

### **The Influence of Leadership on Job Satisfaction**

The analysis results indicate that the leadership variable does not have an influence on job satisfaction. This finding suggests that the high-quality leadership provided by the company at Bankaltimtara will not lead to increased job satisfaction. The results of the research are supported by Arifah and Romadhon (2015), who stated that leadership style has a positive but nonsignificant influence on job satisfaction. This is because leaders can influence their subordinates by giving attention and motivation to help achieve the organization's goals. This statement is also supported by Kurniawati and Sariyathi (2015), who found that when a leader treats employees with respect and provides recognition, they will be satisfied with their work. Therefore, it can be concluded that leadership does not have an influence on job satisfaction at Bankaltimtara.

### **The Influence of Compensation on Employee Performance through Job Satisfaction**

The analysis results indicate that job satisfaction can mediate the influence of compensation on employee performance. This finding suggests that high job satisfaction and compensation provided by the company at Bankaltimtara will lead to increased employee performance. The research results are consistent with the research by Kurniawan et al. (2020) and Suwandi & Mandahuri (2021), which state *The Influence of Compensation, Work Environment, and Leadership on Employee Performance at PT BPD Kaltim Kaltara with Job Satisfaction as a Mediating Variable.*

that the compensation variable has a significant positive influence on performance through the mediation of job satisfaction. Therefore, it can be concluded that job satisfaction can mediate the influence of compensation on employee performance at Bankaltimtara.

#### **The Influence of Work Environment on Employee Performance through Job Satisfaction**

The analysis results indicate that job satisfaction can mediate the influence of the work environment on employee performance. This finding suggests that high job satisfaction and the work environment provided by the company at Bankaltimtara will lead to increased employee performance. This result aligns with the research conducted by Purnama (2017), which shows that the work environment can enhance performance with the support of job satisfaction. It is further supported by previous research by Kusumastuti et al. (2019), Zainuri (2021), and Wijaya et al. (2021), all of which have demonstrated that job satisfaction is a mediating variable that links the work environment to employee performance.

Therefore, it can be concluded that job satisfaction can mediate the influence of the work environment on employee performance at Bankaltimtara. The Influence of Leadership on Employee Performance through Job Satisfaction. The analysis results indicate that job satisfaction cannot mediate the influence of leadership on employee performance. This finding suggests that high job satisfaction and the leadership provided by the company at Bankaltimtara will not lead to increased employee performance. Leadership styles that support employees and involve them in decision-making can make employees feel satisfied, happy, comfortable, and valued. Job satisfaction experienced by employees will increase their commitment to the organization because employees feel engaged with the company and develop a sense of ownership. When an employee feels satisfaction in their work, they are likely to enjoy their work and feel obligated to advance the company by improving their job performance. The research results show that leadership styles can enhance job satisfaction, which ultimately affects performance (Sugiri, 2015).

These findings are supported by Zeindra and Lukito (2020), who state that job satisfaction cannot mediate the influence of leadership on employee performance. This is because employees feel that the leadership style within the company is already good, so employees strive to improve their performance without the need for the company to focus on enhancing employee job satisfaction. Therefore, it can be concluded that job satisfaction can mediate the influence of leadership on employee performance at Bankaltimtara.

#### **4. CONCLUSION**

Conclusion Based on the analysis and hypothesis testing, as well as the discussions, several conclusions can be presented as follows: Compensation has a positive and significant influence on employee performance. This result indicates that higher compensation provided at Bankaltimtara will lead to increased employee performance. The work environment does not have a significant impact on employee performance. This result suggests that the better the work environment at Bankaltimtara, the less it will impact on improving employee performance. Leadership has a positive and significant influence on employee performance. This result indicates that the better the leadership within Bankaltimtara, the more it will impact on improving employee performance. Job satisfaction has a positive and significant influence on employee performance. This result indicates that higher job satisfaction provided at Bankaltimtara will lead to increased employee performance. Compensation has a positive and significant influence on job satisfaction. This result suggests that higher compensation provided at Bankaltimtara will lead to increased job satisfaction. The work environment has a positive and significant influence on job satisfaction. This result indicates that the better the work environment at Bankaltimtara, the more it will impact on improving job satisfaction. Leadership does not have a significant impact on job satisfaction. This result suggests that the better the leadership within Bankaltimtara, the less it will impact on improving job satisfaction. Job satisfaction can mediate the influence of compensation on employee performance. This result indicates that higher compensation and job satisfaction provided at Bankaltimtara will lead to increased employee performance. Job satisfaction can mediate the influence of the work environment on employee performance. This result indicates that a better work environment and job satisfaction provided at Bankaltimtara will lead to increased employee performance. Job satisfaction cannot mediate the influence of leadership on employee performance. This result suggests that higher leadership and job satisfaction provided at Bankaltimtara will not impact on improving employee performance. In summary, job satisfaction has a positive and significant influence on employee performance. This result indicates that higher job satisfaction provided at Bankaltimtara will lead to increased employee performance. Based on the results obtained from data processing and analysis, the following recommendations can be provided for the company: It is essential to provide *The Influence of Compensation, Work Environment, and Leadership on Employee Performance at PT BPD Kaltim Kaltara with Job Satisfaction as a Mediating Variable.*

appropriate compensation to enhance employee performance, such as offering competitive salaries and bonuses, granting leave entitlements, and providing additional allowances. A conducive work environment can significantly improve employee performance. The company should focus on preserving and respecting employees' privacy, promoting collaboration among employees to complete tasks, offering career development opportunities, and maintaining positive relationships with the staff. The role of leadership is crucial in motivating employees. Leaders should inspire a sense of purpose, foster optimism among their subordinates, encourage creativity in idea generation, and actively listen to employees' aspirations and potential. This will help create a more dynamic and innovative working atmosphere at Bankaltimtara and serve as a reference for further research. The research findings offer valuable insights for employees in the banking sector, emphasizing the importance of enhancing performance through fair compensation, providing a supportive work environment, and demonstrating effective leadership that can coordinate employees toward shared goals. Improving communication between leaders and employees is essential. Establishing trust in leadership can motivate employees to enhance their performance, alleviating any prior apprehensions that employees may have held towards their superiors. This improved communication is vital for overall performance enhancement.

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