

FINANCIAL COMPENSATION, LEADERSHIP, JOB SATISFACTION, AND EMPLOYEE PERFORMANCE

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ABSTRACT

PT. Jenggala Ceramics Bali is one of the major ceramic industry companies in Bali, which until now is still actively producing, most of which are done by human workers. The purpose of this study was to determine the Role of Job Satisfaction in Mediating the Influence of Financial Compensation, Leadership and Physical Work Environment on Employee Performance at PT. Jenggala Ceramics Bali. The quantity of tests utilized was 98 individuals utilizing the soaked example strategy. The information was gathered utilizing a Likert scale survey. The information investigation strategy utilized SEM PLS. The outcomes demonstrated that monetary remuneration has a huge constructive outcome on worker execution. Initiative has a huge constructive outcome on worker execution. The workplace has a huge beneficial outcome on worker execution. Monetary remuneration has a huge beneficial outcome on worker work fulfillment. Authority has a huge beneficial outcome on worker work fulfillment. Actual workplace has a huge beneficial outcome on worker work fulfillment. Occupation fulfillment has a critical beneficial outcome on representative execution. Occupation fulfillment assumes a part in interceding the impact of monetary pay on worker execution. Occupation fulfillment assumes a part in intervening the impact of authority on representative execution. Occupation fulfillment assumes a part in intervening the impact of the workplace on worker execution at PT. Jenggala Ceramics Bali.

Key words: job satisfaction, financial compensation, leadership, physical work environment

INTRODUCTION

Job satisfaction is a feeling of pleasure from a worker in seeing or carrying out his job. If someone feels happy with their job, then that person can be said to be satisfied with their job so that employees will be able to improve their performance. Positive and negative reactions seen in employees depend on the job satisfaction they get. Satisfaction is the wishes and expectations that have been achieved in a person (Turan et al., 2015). The essence is a sense of satisfaction to go forward, and get awards and matters related to supervisory issues and employee relations. Job satisfaction is defined as a person's perspective, both positive and negative about their work (Gao & Mattila, 2014; Matei et al., 2016).

Employees will give their best if the desires match their expectations, so that employee satisfaction will be fulfilled and from this satisfaction the performance of the company will increase. Compensation is something that employees receive in lieu of contributing their services to the company (Mustikawati et al., 2017). Also as a form of payment in the form of benefits and incentives to motivate employees to increase work productivity (Sanusi et al., 2015). The reward system can include salaries, income, pension, vacation money as well as work safety insurance, horizontal transfers to get a position. more challenging or to a prime position for the next development, as well as various forms of service (Susanto, 2017). Other variable effected on performance also like leadership (Putra et al., 2019; Wright & Pandey, 2009; Yee, 2009).

To meet expectations of future employee productivity levels, there are several factors that influence this, namely job satisfaction factors, communication factors, work experience factors, discipline factors, motivation factors, leadership factors, competency factors, compensation factors, and work environment factors (Atmadja et al., 2018; Fanggidae et al., 2016; Kumar & Prakash, 2017; Mantzari & Georgiou, 2019; Saputra, 2019; Sawani et al., 2016; Zhang, 2018). In this case, we want to raise three factors that influence employee performance, namely competency factors, compensation factors, and leadership styles in the organization (Govindarajan, 2019; Jayawarsa et al., 2020). The selection of these factors is based on that these factors have a major effect on employee performance. This study aims to analyze the influence of competency factors, compensation factors, and leadership styles in the organization by looking at the point of view of good human resource management (Atmadja et al., 2021; Atmadja & Saputra, 2018; Hendri et al., 2020; Saputra, Anggiriawan, et al., 2019).

Performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to given responsibilities (Groen et al., 2017; Sæbø et al., 2018). Employee performance is a performance as a result of performance that can be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties and responsibilities in an effort to achieve the goals of the organization concerned legally, does not violate the law and in accordance with morals or ethics. Achievement or performance is a record of the results obtained from certain job functions or activities during a certain period of time (Lin et al., 2018; Stefan-Duicu & Stefan-Duicu, 2015).

The physical work environment is an environment or workplace conditions that can affect or increase work efficiency, including workspace layout, indoor light, air temperature and humidity, sound that does not interfere with work concentration, work atmosphere within the company, and employee job security (Horton & Wanderley, 2018; Strauss et al., 2017). This study aims to prove job of satisfaction as mediator between the financial compensation, with leadership, physical work environment on Employee Performance at PT. Jenggala Ceramics Bali.

LITERATURE REVIEW AND HYPOTHESIS

Financial compensation is compensation in the form of a nominal amount that must be given to employees when the time comes (Ackert et al., 2019; Carnahan et al., 2010a). This is mandatory for the company in order to comply with applicable laws and maintain good relations with its employees (Strauss et al., 2017; Uys & Senekal, 2008). Leadership how is their duties and responsibilities in order to achieve the goals of the organization / company that have been previously set (Neal & Tansey, 2010; Ruzindana, 1997; Yukl, 1971). Physical work environment is a condition in which all physical conditions that exist in the workplace can directly or indirectly affect employee performance and job satisfaction (Farooqui & Nagendra, 2014; Gul et al., 2018). Job satisfaction is a person's feeling towards their job, where employees will feel satisfied if there is a match between their abilities, skills, and expectations with the work that the employee is facing (Al & Anil, 2016). Performance is a real work result that is very important and is expected by an organization and goals set by the organization and ultimately will help the survival of the organization on an ongoing basis (Adiputra et al., 2014; Atmadja & Saputra, 2018; Saputra, Juniariani, et al., 2019).

Financial Compensation on Employee Performance

According to Jałocha et al., (2014) compensation is one of the organizational or company factors that affect employee performance. Thus, it can be concluded that compensation and employee performance are interrelated. According to Carnahan et al., (2010) compensation is an acceptance of rewards from service providers to service recipients as an important factor in improving employee performance and as an incentive to encourage employees to achieve organizational goals. Providing compensation, it is hoped that employees can work productively and have full responsibility and are well established, so that all employees will try to improve their performance. Ghani et al., (2016) states that a leader is an agent of change, a company that stands from a group of employees who work together to achieve certain goals. It is important for the leader as the driving force of the company to try to find out what the employees or members want, which is what drives members to behave in a certain way according to the company's goals. Research from Carnahan et al., (2010); Healy (1985); Kirana et al., (2015); Tayyebi & Mina (2017); and Wang et al., (2018) shows that compensation has an effect on performance. So that the hypothesis can be formulated as follows: H1: Financial compensation have effect on employee performance at PT. Jenggala Ceramics Bali.

Leadership on Employee Performance

Low employee performance can be caused by leadership problems in a company. Companies must have leaders who can direct and utilize existing resources to improve performance. The widespread trust of subordinates in leadership affects the performance of a company. Wright & Pandey, (2009) states that a leader is an agent of change, a company that stands from a group of employees who work together to achieve certain goals. It is important for the leader as the driving force of the company to try to find out what the employees or members want, which is what drives members to behave in a certain way according to the company's goals. Research from Kirana et al., (2015); Maguad & Krone (2009); Uys & Senekal (2008); and Yee (2009). H2: employee performance affected by leadership at PT. Jenggala Ceramics Bali.

Physical Work Environment on Employee Performance

The physical work environment at the company is important to note. Companies that have a safe and comfortable physical work environment will make employees feel comfortable working. This provides a feeling of comfort to employees in completing work so that in the end the working conditions will be better and help reduce boredom and fatigue (Damayanti, 2019; Strauss et al., 2017). Employees who work in an inadequate and unsupportive work environment to work optimally will make employees lazy and result in low performance. Research from Al & Anil (2016); Uys & Senekal (2008); and Xu et al., (2019). H3: employee performance effected by Physical work environment at PT. Jenggala Ceramics Bali

Financial Compensation on Job Satisfaction

Ackert et al., (2019) states that employees are the main capital for every company. As capital, employees need to be managed so that they remain productive capital. However, managing employees is not easy, because they have different thoughts, feelings, status, desires, and backgrounds. Therefore, companies must be able to encourage them to remain productive in doing their respective jobs, namely by providing something that creates satisfaction in employees, one of which is through the provision of appropriate compensation. According to Iatridis (2018) compensation is one of the factors that affect employee job satisfaction. Thus, it can be concluded that the compensation and job satisfaction are related. Research from Gul et al., (2018); and Jałocha et al., (2014). H4: Financial compensation has effect on employee job satisfaction at PT. Jenggala Ceramics Bali.

Leadership on Job Satisfaction

According to Yee (2009) leadership is an effort to use various types of influence that are not coercion to motivate organizational members to achieve certain goals. Research from Naiyananont & Smuthranond (2017). H5: Leadership have effect on employee job satisfaction at PT. Jenggala Ceramics Bali.

Physical Work Environment on Job Satisfaction

Physical work environment factors have a very big influence in achieving company goals through increasing employee job satisfaction in a company. The physical work environment is able to indicate employee job satisfaction in carrying out tasks, all physical symptoms in the company that greatly affect themselves than employees in doing the tasks assigned by the company. Fanggidae et al., (2016) states that the good equipment used and protection against hazards, good air circulation, adequate lighting or lighting and success can not only increase efficiency but can also increase excitement at work. Research by Gul et al., (2018); and Naiyananont & Smuthranond (2017). H6: Physical work environment has effect on employee job satisfaction at PT. Jenggala Ceramics Bali.

Job Satisfaction on Employee Performance

There are many factors that affect employee performance, one of which is the employee's job satisfaction, this is because a worker certainly expects job satisfaction in his daily work (Kirana et al., 2015). Research from Asry et al., (2018); and Uys & Senekal (2008). H7: Employee satisfaction has a positive and significant effect on employee performance at PT. Jenggala Ceramics Bali.

Job Satisfaction as Mediator Between Financial Compensation with Employee Performance

Providing fair, proper, and reasonable compensation will affect the job satisfaction of an employee. By providing compensation, employees can meet their needs. Employee job satisfaction will affect employee performance (Strauss et al., 2017). With job satisfaction, it is expected that employee performance will get better. Therefore, job satisfaction mediates the effect of compensation on employee performance. Research from Gul et al., (2018); Inegbedion et al., (2020); and Jałocha et al., (2014) H8: Job satisfaction as mediator between financial compensation with employee performance at PT. Jenggala Ceramics Bali.

Job Satisfaction as Mediator Between Leadership and Employee Performance

Job satisfaction as mediator between leadership with performance can be seen when leadership can be well understood by employees, it will have an impact on increasing employee job satisfaction (Fanggidae et al., 2016; Harelimana, 2017). After employee job satisfaction increases, it affects the employee's performance improvement. Research from Farooqui & Nagendra (2014); Röttger et al., (2017); and Yee (2009) H9: Job satisfaction is able to mediate the influence of leadership on employee performance at PT. Jenggala Ceramics Bali.

Job Satisfaction as Mediator Between Physical Work Environment with Employee Performance

Job satisfaction as mediator the work environment with performance because the working conditions experienced are, for example, cool, not noisy, a safe, comfortable atmosphere and a peaceful, peaceful atmosphere that is felt at work so that performance increases Asry et al., (2018); Fanggidae et al., (2016); and Gul et al., (2018). Research from H10: Job satisfaction as mediator between physical work environment on employee performance at PT. Jenggala Ceramics Bali.

RESEARCH METHODS

This research uses a quantitative approach, namely an approach that emphasizes the analysis of processed numerical data with statistical methods. Quantitative research is a type of research that results in discoveries that are can be achieved (obtained) by using procedures statistics or other means of quantification (measurement). In a quantitative approach, the nature of the relationship between variables is analyzed using an objective theory. Research This is an associative research, namely research that aims to know the relationship or influence between two or more variables. The type of research used is survey research, namely research that takes a sample from a population and uses questionnaire as a tool to collect basic data. This research conducted in order to obtain objective and accurate data so that this research was conducted directly. The survey research method is used to obtain or collect information data about large populations with using a relatively smaller sample. In this study, the technique used is nonprobability sampling, with the type of sampling saturated, namely the sampling technique if population members are used as the sample, or the research wants make generalizations with very small errors. Another sample term saturation is a census, where members of the population are sampled. Data collection methods in this study using questionnaire, namely a number of written questions used for Obtain data from respondents in the form of profile data and main questions concerning the theme and problem under study. After calculating the results of the data processing questionnaire quantitative obtained, then the incoming data will be analyzed and tested using the multivariate Structural Equation Model (SEM) program technique.

RESULTS AND DISCUSSION

Convergent Validity

These results can be seen in Image 1

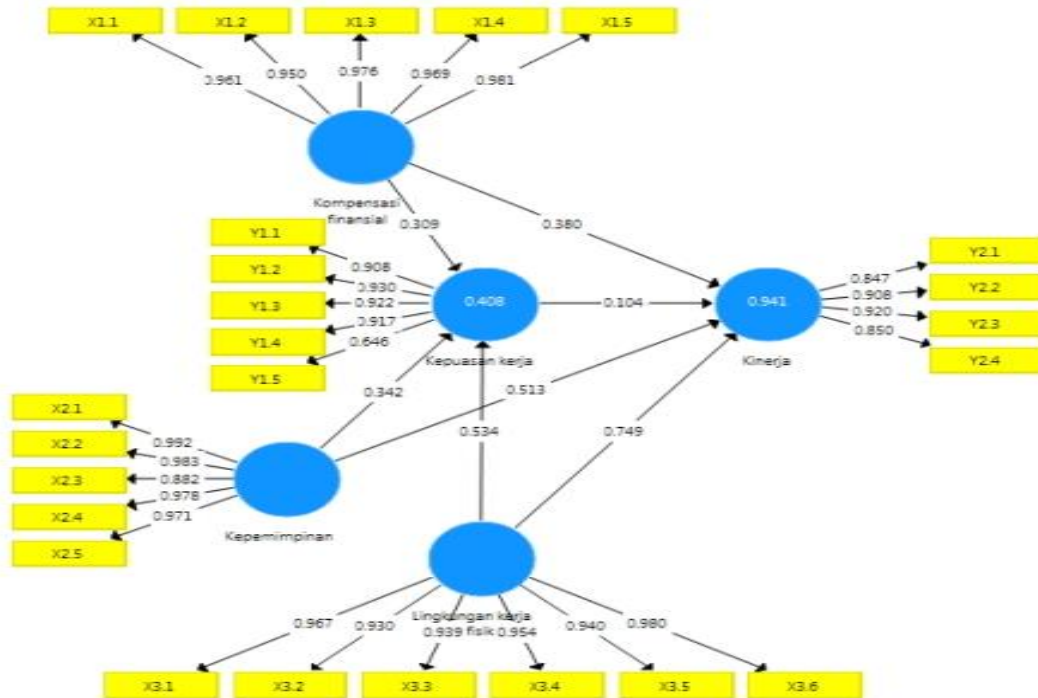


Image 1
Outer Loading and Path Analysis of Estimated Results

While the results of calculations regarding the results of the significance test (bootstrapping) can be seen in Figure 2

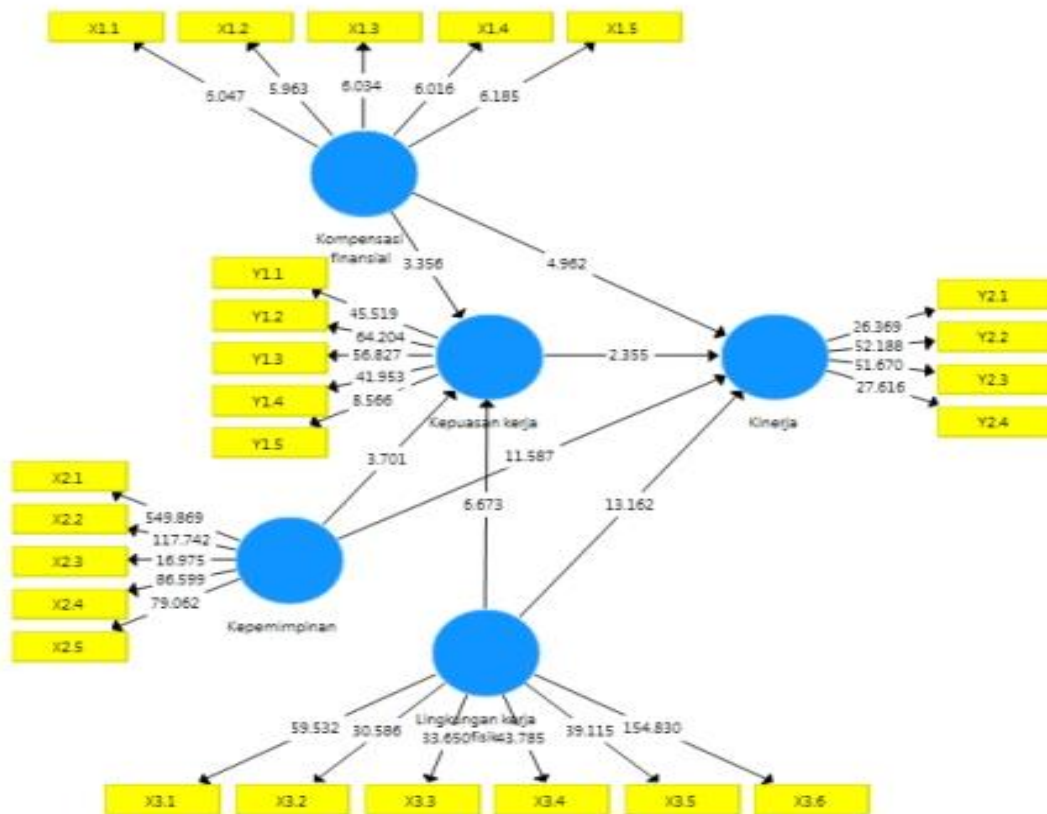


Image 2
Bootstrapping

The \sqrt{AVE} value between -0.214 to 0.717, it mean the model is ok. The model is a strong model criteria, equal is 94.1% percent, the remaining 5, 9% percent is While job satisfaction has an equal to 40.8%, Based on these results, the model estimation results are included in the strong criteria, meaning that 96.5 percent of the variation in endogenous constructs can be predicted by variations in exogenous constructs. Calculations with GoF show an average R2 value of 0.674 while the average Communnality is 0.8606, then the GoF value is $\sqrt{AR2 * A.Com} = \sqrt{0.674 * 0.860} = \sqrt{0.580} = 0.761$ This means that the global model is good predictive (large).

Hypothesis test

Table 1
Path Analysis (Direct Effect)

Construct	T statistik	P value
Leadership ->Work satisfaction	3,701	0,000
Leadership >Performance	11,587	0,000
Work satisfaction >Performance	2,355	0,019
Financial compensation ->work satisfaction	3,356	0,000
Financial compensation ->Performance	4,962	0,000
Physic work performance ->Work satisfaction	6,673	0,000
Physical environment work >Performance	13,162	0,000

Tabel 2
Path Analysis and Indirect Effect Test

Construct	T statistik	P value
Leadership -> Works satisfaction->Performance	2,362	0,019
Financial compensation ->work satisfaction ->Performance	2,269	0,024
Physical work environment ->work satisfaction->performance	2,292	0,022

Discussion

The results of calculations regarding the effect of financial compensation on employee performance show significant. According to Strauss et al., (2017) compensation is one of the organizational or company factors that affect employee performance. Thus, it can be concluded that compensation and employee performance are interrelated. According to Healy (1985) compensation is an acceptance of rewards from service providers to recipients. services as an important factor in efforts to improve employee performance and as an incentive to encourage employees to achieve organizational goals Compensation, it is hoped that employees can work productively and have full responsibility and are well established, so that all employees will strive to improve their performance Ng et al., (2019) states that a leader is an agent of change, a company that stands from a group of employees who work together to achieve certain goals. It is important for leaders as the driving force of the company to try to find out what employees or members want members behave in a certain way according to the company's goals. The results of this study are in accordance with (Carnahan et al., 2010b; Gu et al., 2020).

The results of this test prove that leadership on employee performance is significant. Low employee performance can be caused by leadership problems in a company (Arnold et al., 2000). Companies must have leaders who can direct and utilize existing resources to improve performance (Agustia et al., 2019). The widespread trust of subordinates in leadership affects the performance of a company. As well as with (Adiputra et al., 2014; Bustaman et al., 2018; Lado & Alonso, 2017; Singh & Singh, 2018).

The test results show physical work environment on employee performance is significant. The physical work environment at the company is important to note. Companies that have a safe and comfortable physical work environment will make employees feel comfortable working. This gives employees a sense of comfort in completing work so that in the end the working conditions will be better and help reduce boredom and fatigue (Lee et al., 2018). Employees who work in an inadequate and unsupportive work environment to work optimally will make employees lazy and result in low performance. As well as Hürtgen & Voswinkel (2012); and Röttger et al., (2017).

The results show that financial compensation on job satisfaction is significant. Strauss et al., (2017) states that employees are the main capital for every company. As capital, employees need to be managed so that they remain productive capital. However, managing employees is not easy, because they have different thoughts, feelings, status, desires, and backgrounds. Therefore, companies must be able to encourage them to remain productive in doing their respective jobs, namely by providing something that creates satisfaction in employees, one of which is through the provision of appropriate compensation. The results of this study are consistent with Ackert et al., (2019); and Sawani et al., (2016).

The results show that leadership on employee job satisfaction is significant. According to Getha-taylor et al., (2011) leadership is an effort to use various types of influence that are not coercion to motivate organizational members to achieve certain goals. Basically, motivating means that it must be done as an activity to encourage members of the organization to carry out certain activities that are not coercive and lead to goals. According to Stewart et al., (2011) leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or commands, actions that cause others to act or respond and cause positive change, an important dynamic force that motivates and coordinates organizations in order to achieve goals, the ability to create self-confidence and support from subordinates so that organizational goals can be achieved. The results of this study are consistent with Amanchukwu et al., (2015); Naiyananont & Smuthranond (2017); and Röttger et al., (2017).

The results showed that the physical work environment had a positive and significant effect on employee job satisfaction. Physical work environment factors have a very big influence in achieving company goals through increasing employee job satisfaction in a company (Inegbedion et al., 2020). The physical work environment is able to indicate employee job satisfaction in carrying out tasks, all physical symptoms in the company that greatly affect themselves than employees in doing the tasks assigned by the company. Fanggidae et al., (2016) states that the good equipment used and protection against hazards, good air circulation, adequate lighting or lighting and success can not only increase efficiency but can also increase excitement at work. The results of this study are consistent with Fanggidae et al., (2016); Gul et al., (2018); and Lerner et al., (2009).

The results show job satisfaction on employee performance is significant. There are many factors that affect employee performance, one of which is the employee's job satisfaction, this is because a worker certainly expects job satisfaction in his daily work (Al & Anil, 2016). Employees who are satisfied with their work are more likely to talk positively about their organization, help others, and do their job performance exceed normal expectations. Based on this, it can be concluded that job satisfaction has an important

meaning for employees and companies, especially for the creation of a positive situation in the work environment (Magee et al., 2017). The results of this study are consistent with Groen et al., (2017); Lau & Moser (2008); and Setiawan & Basuki (2018).

The results show that job satisfaction as mediator between financial compensation and employee performance. Providing fair, proper, and reasonable compensation will affect the job satisfaction of an employee. By providing compensation, employees can meet their needs (Groen et al., 2017; Lerner et al., 2009). Employee job satisfaction will affect employee performance. With job satisfaction, it is expected that employee performance will get better. Therefore, job satisfaction mediates the effect of compensation on employee performance. The results of this study are in accordance with Gul et al., (2018). The results showed job satisfaction as mediator between leadership and employee performance. it will have an impact on increasing employee job satisfaction. After employee job satisfaction increases, it affects the employee's performance improvement. As well as Ackert et al., (2019); and Farimani & Yazdi (2015). The test results show that job satisfaction can mediate the effect of job satisfaction on employee performance. The relationship of job satisfaction mediates the work environment on performance because the working conditions experienced are, for example, cool, not noisy, a safe, comfortable atmosphere and a peaceful, peaceful atmosphere that is felt at work so that performance increases. This research is in accordance with Maestrini et al., (2018); and William & The (2016).

CONCLUSION

In view of the exploration results, it very well may be inferred that monetary pay has a critical constructive outcome on worker execution, administration has a huge beneficial outcome on representative execution, workplace has a huge constructive outcome on representative execution, monetary remuneration has a huge constructive outcome on occupation fulfillment, initiative has a huge beneficial outcome on representative occupation fulfillment. , actual workplace has a huge beneficial outcome on worker work fulfillment, work fulfillment has a huge beneficial outcome on representative execution, work fulfillment assumes a part in interceding the impact of monetary pay on worker execution, work fulfillment assumes a part in intervening the impact of administration on worker execution, work fulfillment assumes a part in intervening the impact workplace on worker execution at PT. Jenggala Ceramics Bali.

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