The Impact Of Compensation And Work Environment On Employee Performance At A Cable Company

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Abstract

This study aims to analyze the effect of compensation and work environment on employee performance at CV Bintang Timur Mandiri. Using a quantitative approach with a sample of 40 employees, this study found that compensation significantly positively affects employee performance, with a t-value of 2.685, more significant than the t table of 1.685. On the other hand, the work environment does not significantly affect employee performance, with a t-value of -0.176, which is smaller than the t table of 1.685. However, compensation and work environment simultaneously affect employee performance with a calculated F value of 10.501, greater than the F table 3.25. The results of this study indicate the importance of providing fair compensation, creating a comfortable work environment, increasing motivation through training and recognition of achievements, and managing human resources well. These steps will contribute to the productivity and positive image of the company.

Keywords: Compensation, Work Environment, Employee Performance

Introduction

CV Bintang Timur Mandiri is a company that focuses on producing various types of cables, including those used for household appliances such as refrigerators, fans, and televisions, as well as important components in electric motors and electric vehicles. This company's Initial observations indicate unfairness in the employee compensation system. The salaries given to employees do not seem commensurate with their workload and contributions, creating potential dissatisfaction. In addition, the current working environment is considered less than optimal in supporting employee comfort and productivity, creating a situation far from ideal. This situation is estimated to have a significant impact on employee performance, which has the potential to cause a decrease in the company's overall productivity. Suppose this issue is not resolved immediately and appropriately. In that case, it is feared that the negative impact will be even more widespread, including reduced employee motivation and the emergence of negative consumer perceptions of the company. This situation could be a serious obstacle to the company's future development and growth and potentially damage the good reputation built by CV Bintang Timur Mandiri.

Ability, knowledge, job design, and personality significantly influence performance. In addition, leadership, organizational culture, and job satisfaction are very important in determining performance. A conducive work environment, strong commitment, and work discipline are also keys to achieving results that meet company standards [1]. Employee performance improvement can be achieved through various methods, including providing appropriate education and training, providing compensation that is equal to employee contribution, and creating a supportive work environment is crucial. In addition, motivating employees effectively is an important step in maximizing their responsibilities towards work. Appropriate compensation, a conducive work environment, and consistent motivation are rights that employees must receive and the company's responsibility to fulfill them. This aims to ensure that each individual can contribute to achieving organizational goals. This effort reflects the company's commitment to creating a work environment that not only increases productivity but also values and supports the welfare of its employees [2]. According to [3] Improving employee performance in an organization or company can be achieved through several approaches, including providing adequate compensation and creating a healthy and comfortable work environment to support all activities related to employee work.

This fact shows a significant decline in employee performance every month, indicating that their performance tends to be unstable and declines over time. To achieve optimal performance, management needs to improve employee performance by creating a positive and supportive work environment,

motivating them to work harder, offering fair compensation according to their contribution, and setting high and challenging work standards. However, many companies do not pay enough attention to effective human resource management. Good and strategic HR management is essential for achieving business success and sustainability because effective management can significantly increase employee productivity and work results [4]–[8].

According to [9] Employees need to receive fair compensation that is appropriate to their needs. This means the salary or compensation must be sufficient to meet the employee's living needs. In addition, compensation must be determined based on the level of responsibility and risk in each job to encourage increased employee performance. Previous researchers, [10] also stated that "the amount of compensation is one of the factors influencing employee performance improvement". Therefore, companies need to pay more attention to this aspect by actively collaborating with employees to determine the amount of compensation to be received. The purpose of this collaboration is to ensure that the compensation given is fairly based on the contribution and needs of employees so that it can increase employee motivation to work with higher professionalism. Employee involvement in the compensation determination process not only ensures that the compensation meets their expectations and needs but also has the potential to increase motivation job satisfaction, and support, creating a more harmonious and efficient work environment.

Meanwhile, according to [11] Individual compensation is one of the factors that can affect employee performance. Companies provide compensation to improve employees' quality of life and meet their needs, which continues to develop yearly. The provision of compensation aims to improve both employee performance and job satisfaction, as explained by [12]. When employees receive fair and competitive compensation, they will feel more appreciated, encouraging them to be more dedicated, productive, and motivated. This is because compensation reflects the value of employees' contributions and dedication to their tasks [13].

Compensation plays a role in meeting employees' basic needs and can affect their intrinsic motivation. Based on Maslow's Hierarchy of Needs theory, adequate compensation can meet employees' physiological and safety needs, the two basic levels in the hierarchy. Once these basic needs are met, employees can focus more on higher needs, such as esteem and self-actualization, which are related to intrinsic motivation [14].

In addition, according to Herzberg's Two Factor Theory, compensation is included in the hygiene factors that can prevent job dissatisfaction. However, to increase intrinsic motivation, motivating factors such as recognition, responsibility, and achievement must also be considered [15].

Research by [14] shows that fair and adequate compensation can increase job satisfaction and intrinsic motivation and employee performance at PT Telekomunikasi Indonesia Tbk.

Quoting from [16], The work environment serves as a place to build relationships that bind people in the company. Thus, companies need to build a positive and supportive work environment so that employees can feel comfortable, satisfied, and motivated to carry out their duties with full responsibility. According to [17], reveals that the work environment in a company can be divided into two main categories: "physical work environment and non-physical work environment". "Physical environment" encompasses all physical aspects of the work environment that can be influenced by employees, directly or through indirect influences. This includes factors such as the condition of the building, the suitability of work equipment, the quality of facilities available, accessibility of transportation to the work location, and overall environmental dimensions that affect work comfort and efficiency. However, the "non-physical work environment" includes all aspects related to the dynamics of relationships in the workplace, including interactions with superiors and co-workers. According to [18] adding that employees tend to feel more comfortable and less tired of monotonous work routines if they work in a safe and comfortable environment, which can increase their job satisfaction and productivity.

Research shows that compensation and work environment significantly influence employee performance. [19] fair and adequate compensation can increase employee motivation and performance at the JS Luwansa Hotel & Convention Center. In addition, a conducive work environment also plays an important role in improving employee performance because a comfortable and supportive environment can increase productivity and job satisfaction. Another study by [20] This finding is also supported by the fact that a positive work environment significantly influences the performance of millennial generation employees, although compensation does not always have a significant effect. These results emphasize the importance of companies paying attention to aspects of compensation and work environment to achieve optimal employee performance.

Referring to the previous explanation, the performance decline at CV Bintang Timur Mandiri seems to be related to inadequate compensation and an uncomfortable working environment. This emphasizes the importance of this study. This study aims to investigate in depth how compensation

factors and working environment conditions affect employee performance at CV Bintang Timur Mandiri. This study is expected to provide comprehensive insight into how these factors affect employee performance individually and overall. It is hoped that the findings of this study will provide a solid foundation for companies to improve their compensation and working conditions policies. This study aims to improve employee performance as a whole and build a more positive, supportive, and effective working environment. These changes are anticipated to contribute greatly to increasing employee productivity and well-being. In addition, this study is expected to contribute to the company's overall progress by increasing operational effectiveness and job satisfaction, which ultimately help the company achieve its long-term goal of building a solid and high-performing team.

The gap in this research lies in the lack of in-depth understanding of the specific contribution of each variable, namely compensation and work environment, to employee performance. Although research shows that compensation has a significant positive effect on employee performance, while the work environment does not show a significant impact, there is no detailed analysis of how much each variable contributes to improving or decreasing employee performance. This indicates the need for further research to explore and measure the relative impact of the two variables more quantitatively and in-depth.

Research Methods

This study adopts a qualitative approach with an explanatory survey design to investigate and understand the impact of compensation and work environment on employee performance at CV Bintang Timur Mandiri. This study covers all company employees, totaling 40 people, using a saturated sampling technique involving each member of the population as a research sample. In this way, all 40 employees actively contribute by providing relevant data regarding their views on the compensation received and the comfort of the work environment they experience. Through their participation, it is hoped that this study can identify in depth the relationship between compensation, work environment, and employee performance, as well as provide useful insights for the improvement and development of policies in the company.

This study utilized a questionnaire as the primary data source to evaluate how compensation and work environment affect employee performance at CV Bintang Timur Mandiri. The questionnaire was carefully designed, considering aspects of validity and reliability, to ensure that the research variables could be measured accurately. The questionnaire contained a series of questions designed to gather information about employees' views on the amount of compensation they receive, the comfort of the work environment, and the impact of both factors on their performance, which consisted of several sections, each focused on a primary variable, namely compensation, work environment, and employee performance. Each section of the questionnaire used a Likert scale, in which respondents were asked to state their level of agreement with the statements ranging from "Strongly Disagree" to "Strongly Agree."

Research sample

This study used a sample of 40 employees taken from Cv Bintang Timur Mandiri. The sample was selected using a saturated sampling technique to ensure the validity and reliability of the research results. A sample size of 40 employees is sufficient for basic statistical analysis such as t-tests or simple regression. [21] a minimum sample of 30 is sufficient to approach a normal distribution. If the population is homogeneous, a small sample is still valid [22]. However, larger samples usually provide more accurate results and increase statistical power.

Questionnaire

This questionnaire research was distributed through an online Google form. There were 30 questions asked in this study: 10 compensation questions, 10 work environment questions, and 10 employee performance questions. These questions will be tested for validity and reliability by distributing questionnaires to 40 respondents. Several steps were taken to ensure confidentiality and unbiased responses when administering the questionnaire. The questionnaire was administered anonymously without asking for personal information. Respondents were given clear instructions about the purpose of the study and the importance of honest answers. Each questionnaire was coded to maintain confidentiality. Data is stored securely and only accessed by authorized researchers, with digital data encrypted. Results are presented in aggregate form.

Data analysis

This study analyzed data using SPSS version 26 through a series of important analysis stages. The initial stage includes validity and reliability tests to ensure that the research measuring instrument is able to measure data accurately and consistently. Validity tests aim to ensure that the measuring instrument assesses variables relevant to the research objectives so that the results can accurately reflect the intended variables. Conversely, reliability tests aim to evaluate the consistency of measurement results if the same instrument is used under the same conditions so that the results are reliable and not affected by unwanted external factors. After validity and reliability tests, the analysis process continues with data descriptions to provide a comprehensive picture of the characteristics of the data that has been collected. The data analysis process also involves classical assumption tests, which include several important steps: normality tests to ensure that the data follows a normal distribution, heteroscedasticity tests to evaluate whether there is uneven residual variability between variables, and multicollinearity tests to detect significant linear relationships between independent variables that may affect the results of the analysis. In the final stage, this study uses multiple linear regression analysis to investigate the relationship between independent and dependent variables and assess how much the regression model reflects the existing data. This analysis process is important to understand how independent variables affect dependent variables and evaluate the extent to which the model effectively describes the relationship between variables.

The multiple regression method with SPSS was chosen because of its ability to analyze the relationship between one dependent variable and several independent variables simultaneously. SPSS facilitates data processing and provides the necessary statistical tools. The analysis results are interpreted through the regression coefficient, significance value (p-value), R-squared (R^2), and F test. The regression coefficient shows the effect of the independent variable, the p-value shows statistical significance, R^2 shows the variation explained by the model, and the F test assesses the overall model [21].

The multiple linear regression analysis measures the effect of compensation and work environment on employee performance. In this analysis, the equation formula used refers to the process described in [23], namely:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Y   = Employee Performance
X1   = Compensation
X2   = Work Environment
a   = Constant or fixed value, which is the average value of Y when the values of X1, X2, are equal to zero
b1   = Regression coefficient of variable X1 (Compensation)
b2   = Regression coefficient of variable X2 (Work Environment)
e   = error / interfering variable

The hypothesis tests used in this study are the t-test and f-test to determine the level of significance of the influence of independent variables simultaneously on the dependent variable [24]. The basis for taking a hypothesis according to [25], is by using the significance probability number, namely:
   a.   If the significance probability> 0.05, then Ho is accepted and Ha is rejected.
   b.   If the significance probability <0.05, then Ho is rejected and Ha is accepted.

Results And Discussion

Validity Test

Table 1. Correlation Values of Compensation Instrument Items (X1)

Indicator	Label	Rating	Description
X1.1	0.312	0.601	Valid
X1.2	0.312	0.686	Valid
X1.3	0.312	0.721	Valid
X1.4	0.312	0.69	Valid
X1.5	0.312	0.643	Valid
X1.6	0.312	0.782	Valid
X1.7	0.312	0.821	Valid
X1.8	0.312	0.74	Valid
X1.9	0.312	0.753	Valid
X1.10	0.312	0.473	Valid

Based on the information listed in Table 1, the validity test results for the compensation variable (X1) show that the calculated r value exceeds 0.312, which means that the calculated r value is higher than the specified r table value. This indicates that each item in the questionnaire related to the compensation variable (X1) has met the expected validity standards, so the data obtained can be considered valid and relevant for further analysis.

Table 2. Correlation Values of Work Environment Instrument Items (X2)

Indicator	R-Table	R-Count	Description
X2. 1	0.312	0.697	Valid
X2.2	0.312	0.819	Valid
X2.3	0.312	0.641	Valid
X2.4	0.312	0.763	Valid
X2.5	0.312	0.885	Valid
X2.6	0.312	0.840	Valid
X2.7	0.312	0.779	Valid
X2.8	0.312	0.885	Valid
X2.9	0.312	0.866	Valid
X2.10	0.312	0.854	Valid

Based on table 2 shows that the results of the validity test on the work environment variable (X2) have a calculated r value above 0.312 or calculated r > r table, so all questionnaire statements in the compensation variable (X2) are declared valid.

Table 3. Correlation Values of Employee Performance Instrument Items (Y)

Indicator	R-Table	R-Count	Description
Yl.1	0.312	0.594	Valid
Yl .2	0.312	0.531	Valid
Yl .3	0.312	0.544	Valid
Yl .4	0.312	0.379	Valid
Yl .5	0.312	0.677	Valid
Yl .6	0.312	0.585	Valid
Yl .7	0.312	0.498	Valid
Yl .8	0.312	0.445	Valid
Yl .9	0.312	0.580	Valid
Yl.10	0.312	0.438	Valid

Table 3 shows that the validity test results on the employee performance variable (Y) have a calculated r value above 0.312 or calculated r > r table, so all statements in the compensation variable questionnaire (X1) are declared valid.

Reliability Test

Table 4. Reliability Values (Each Question Item)

Question Item	Cronbach's Alpha	Description
Compensation	0.876	Reliabel
Work Environment	0.939	Reliabel
Employee Performance	0.712	Reliabel

Table 4. shows that in Reliability Statistics, the Cronbach's alpha value for the compensation question item is 0.876, the work environment question item is 0.939, and the employee performance question item is 0.712. Therefore, it can be stated that this questionnaire is reliable. The research of Dewi & Sudaryanto states that the reliability test is used to determine whether a questionnaire used to collect data in a study can be said to be reliable or not. In the reliability test using Cronbach's Alpha analysis, the data can be trustworthy or consistent if the resulting value shows a number > 0.60.

Normality Test

The specific objective of this test is to determine whether the regression model's independent variables and dependent variables follow a normal distribution using the Unstandardized Residual Kolmogorov—Smirnov method. Data can be said to be normally distributed if the sig. value is> 0.05.

Table 5. Results of Normality Test
One-Sample Kolmogorov – Smirnov test

		Unstandarized Residual
N		31
Normal Parameters[a,b]	Mean	0,000,000
	Std. Deviation	6.11440195
Most Extreme Differences	Absolute	,110
	Positive	,110
	Negative	-079
Testi Statistic		,110
Asymp. Sig. (2-tailed)		,200[cd]

Table 5. shows that the significant value of Unstandardized Residual Kolmogorov Smirnov is 0.200 > 0.05. This shows that the data distribution is set normally.
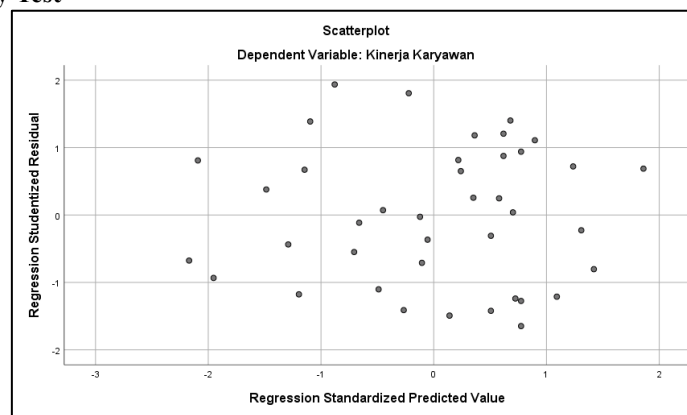
Heteroscedasticity Test

Figure 1. Heteroscedasticity Test Results

Based on the results obtained in Figure 1, it can be stated that there is no heteroscedasticity in this study by showing the results of data points spread evenly on the Y axis around the number zero, without any clear pattern.

Multicollinearity Test

Table 6. Multicollinearity Test Results
Coefficients[a]

		Collinearity Statistics	
Model		Tolerance	VIF
1	Compensation	0.307	3.254
	Work Environment	0.307	3.254

Table 6 shows that the VIF value of the compensation variable (X1) and the work discipline variable (X2) is 3.254 < 10.00 and the tolerance is 0.307 > 0.100, therefore in this research data there is no symptom of multicollinearity.

Multiple Linear Regression Analysis

Table 7. Multiple Linear Regression Analysis Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Sta. Error	Beta	t	Sig.
1	(Constant)	14.470	2.866		5,049	000
	Compensation	0.575	0.214	636	2,685	011
	Work Environment	-0.033	0.187	-042	-176	861

As a result of the calculation of the regression coefficient, we determine the constant 14.470, while the coefficient, b1, has a value of 0.575 and the coefficient b2, is -0.033, thus, the resulting equation.
Y= a+ b1X1 + b2X2 +e,
Y= 14.470 +0.575X1 + -0.033X2 + e

T-test

Table 8. T-test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		**B**	**Sta. Error**	**Beta**	**t**	**Sig.**
1	(Constant)	14.470	2.866		5,049	000
	Compensation	0.575	0.214	636	2,685	011
	Work Environment	-0.033	0.187	-042	-176	861

1. Variable, Compensation (X1) in influencing employee performance, (Y) obtained sig. of, 0.011 <0.05. Furthermore, based on this test, namely t-count> t-table (2.685> 1.685), meaning that the Compensation variable (X1) has Employee Performance (Y) partially influencing the variable.
2. The sig value obtained from the influence of the Work Discipline variable (X2) on employee performance (Y) is 0.861> 0.05. Furthermore, based on the t-test, it obtained t-count> t-table (-176 <1.685), so the Work Environment variable (X2) does not affect the Employee Performance variable (Y)

F-test

Tabel 9. F-test Results

ANOVAª

Model		Sum of squares	df	Mean Square	F	Sig.
1	Regression	525,611	2	262,806	10,501	.000[b]
	Residual	925,989	37	25,027		
	amount	1,451,600	39			

Based on the output above, it is known that F count has a value of 10.501 with a significance value of 0.000 <0.005. This F count value is > F table (10.501 > 3.25), so it can be concluded that simultaneously there is an influence of Compensation and Work Environment on Employee Performance.

Conclusion

The study found that compensation significantly positively affects employee performance at CV Bintang Timur Mandiri, as indicated by a t-count of 2.685, greater than the t-table value and a significance value of 0.011 < 0.05. In contrast, the work environment does not have a significant partial effect, with a t-count of -0.176, smaller than the t-table, and a significance of 0.861 > 0.05. However, when compensation and the work environment are considered simultaneously, they have a joint effect on performance, supported by an F-count of 10.501, which exceeds the F-table value of 3.25 and a significance value of 0.000 < 0.05. This highlights the importance of fair compensation as a key performance driver, though the work environment does not directly contribute. Future research is suggested to explore in more detail the specific contributions of compensation and the work environment and to investigate other factors such as motivation, job satisfaction, and organizational culture for a more comprehensive understanding of employee performance.

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