

# The Effect of Motivation, Working Environment, and Compensation on Employee Performance through Work Satisfaction as Intervening Variable: The Case of PT. Sari Rasa OKI Regency

**Ervan Dirgantara<sup>\*</sup>, Fatimah, and Fadhil Yamaly**

Universitas Muhammadiyah Palembang

Corresponding Author: [dirgantaraervan35@gmail.com](mailto:dirgantaraervan35@gmail.com)

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## Abstract

This study aims to determine the Effect of Work Motivation, Work Environment, and Compensation on Employee Performance Through Job Satisfaction as an Intervening Variable at PT Sari Rasa, OKI Regency. This research is associative. The variables used by researchers include Work Motivation, Work Environment, Compensation, Job Satisfaction, and Performance. The population of this study comprises all employees of PT Sari Rasa, totaling 165, and the sample consisted of 150; the sampling technique used was simple random sampling. The data used in this study are primary, collected through a questionnaire. The data analysis technique used is Structural Equation Modeling (SEM) with the LISREL program. The results of this study indicate that: 1) Work motivation has a significant effect on the job satisfaction of PT Sari Rasa, OKI Regency. 2) The work environment has no significant effect on the job satisfaction of PT Sari Rasa, OKI Regency. 3) Compensation has a significant effect on the job satisfaction of PT Sari Rasa, OKI Regency. 4) Work motivation has a significant effect on employee performance at PT Sari Rasa, OKI Regency. 5) The work environment has a significant effect on employee performance at PT Sari Rasa, OKI Regency. 6) Compensation has a significant effect on employee performance at PT Sari Rasa, OKI Regency. 7) Job satisfaction has a significant effect on employee performance at PT Sari Rasa, OKI Regency. Job satisfaction strengthens the influence of work motivation, the work environment, and compensation on employee performance at PT Sari Rasa in OKI Regency.

**Keywords:** Motivation, Working Environment, Compensation, Work Satisfaction, Employee Performance.

## 1. Introduction

Human resources in organizational activities play a key role as the primary driver and determinant of an organization's success or progress. Human resources are a crucial factor that all relevant agencies must consider to achieve a goal. Beyond human resources, many other factors must be considered, as they are interconnected and form a unified whole. As the driving force of organizations in the era of national development, their presence is deeply felt. All

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connected organizational outputs are driven by human resources, so that, in almost every aspect of human resources, they are viewed as a determining factor in program success. Therefore, the effective and efficient operation of an organization is crucially determined by human resources. Human resource management is the science and art of managing the relationships and roles of the workforce effectively and efficiently, helping to achieve the goals of the company, employees, and the community ([Hasibuan, 2023](#)).

Employee performance is the work achieved in completing assigned tasks and responsibilities within a specific period. Employee performance is the level of achievement or results of an individual's work, reflecting the goals or tasks they must accomplish within a specific timeframe, in line with their respective responsibilities ([Kasmir, 2019](#)). According to [Kasmir \(2019\)](#), factors influencing employee performance include abilities/expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, work commitment, and work discipline. These factors included in this study are work motivation, job satisfaction, and the work environment. Furthermore, [Handoko \(2019\)](#) notes that factors influencing performance include motivation, job satisfaction, stress levels, working conditions, compensation, and job design. Compensation is one of the factors included in this study.

Good performance doesn't just happen; it's influenced by many factors, one of which is employee job satisfaction [Kasmir \(2019\)](#). Job satisfaction is a pleasant inner state of mind when performing work. If work is carried out with joy and happiness, good results will be achieved, ultimately leading to the execution of tasks as expected. [Hasibuan \(2023\)](#) defines job satisfaction as an emotional attitude, whether pleasant or unpleasant. Employees who are satisfied with their jobs will manifest in their emotions. Employee satisfaction will make them love their jobs. Job satisfaction is experienced at work and outside of work, and is influenced by a combination of internal and external factors.

One factor influencing low employee performance is work motivation. Companies' efforts to improve employee performance and achieve maximum results involve several activities, including providing positive motivation. Work motivation is what causes, channels, and supports human behavior, enabling people to work hard and enthusiastically to achieve optimal results ([Hartatik, 2014](#)). This refers to mental processes, such as cognitive processes (reason) or affective processes (feelings). Specifically, motivation is a mental process or symptom of the conation soul, meaning a person's will or desire. Thus, motivation can also be defined as a mental process in which a person possesses the will or desire to do something. Strong motivation leads to good performance. Work motivation is what drives a person (whether internal or external), leading to high enthusiasm, desire, and willpower, and enabling the person to make the greatest contribution to achieving common goals. If employee motivation is high, a person is more likely to feel satisfied because they have a sense of purpose and meaning in what they do, which will, in turn, impact their performance.

The environment also influences performance. Achieving company goals relies heavily on employees. Therefore, employees are a key to a company's success. For employees to perform well, companies must provide comfortable facilities and a comfortable work environment. The work environment plays a crucial role in achieving employee performance. This is because a pleasant work environment makes employees more enthusiastic and driven to achieve better performance. According to [Sedarmayanti \(2018\)](#), the work environment is all the conditions surrounding the workplace that directly and indirectly influence employees in their work. A good, comfortable work environment that meets the standards of appropriateness will influence

employees in carrying out their duties. A conducive non-physical work environment is a mandatory requirement for continuously developing the quality of employee thinking, which ultimately can foster their continuous performance. A positive environment, such as a comfortable work atmosphere, social support, or adequate facilities, will help someone feel valued and increase employee satisfaction, thereby impacting their performance. Compensation also affects employee performance. According to [Kawina \(2020\)](#), compensation is something received by employees as a reward or replacement for their services or labor while working for a company. Compensation is one of the functions of human resource management (HRM) that involves providing individual rewards in exchange for performing organizational tasks. Compensation is a major cost incurred for expertise or abilities at work and for loyalty to the company. According to [Bintoro and Daryanto \(2017\)](#), factors influencing employee job satisfaction include psychological factors such as motivation, physical factors in the work environment, and financial factors such as compensation. [Rivai \(2019\)](#) reveals that factors influencing employee job satisfaction include motivation, the work environment, and compensation.

PT Sari Rasa Kabupaten OKI is a company engaged in the culinary and restaurant sector with several branches, especially in the Ogan Komering Ilir Regency. PT Sari Rasa strives to provide the best service by delivering fast service and prioritizing taste, in line with its slogan, "the champion of taste for the community/customers," to increase customer satisfaction. PT Sari Rasa Kabupaten OKI closely monitors its employees' performance. In an effort to improve employee performance, the company is obliged to maintain its human resources by making them effective and efficient. However, in the actual process, there are still several problems that affect employee performance, so PT Sari Rasa Kabupaten OKI must implement policies that can overcome these problems, namely by providing motivation and a good work environment, and providing compensation according to the employee's workload, so that employees feel satisfied, so they can work optimally and improve their performance. Performance achievement at PT Sari Rasa, OKI Regency, can be demanded to have a sense of responsibility that is carried out and shared in efforts to improve performance, competence, and the value of engagement (involvement) of the apparatus in following various parameters to improve performance.

Based on preliminary data, employee performance evaluations were categorized as good, but had not yet achieved the company's targets. The performance effectiveness aspect of the evaluation, along with task completion and employee cooperation, received only a fair rating. Initial observations revealed a significant issue in the punctuality indicator. Eighteen employees reported not maximizing their performance, such as when given tasks, such as preparing daily work reports, which were not immediately completed. Some employees still relax during work hours by playing with their phones, resulting in frequent delays in completing work. Another issue was identified in the employee cooperation indicator. Twenty-four employees reported frequent misunderstandings regarding shift allocation. Furthermore, a lack of communication led to individual work without proper coordination, resulting in unsynchronized work processes within the team. Another issue was identified in the effectiveness indicator. Twenty-one employees reported not fully utilizing the company's resources, such as the provided technology. According to employee statements, the automated production machines were used only during certain hours because they were not yet proficient in operating them. Furthermore, the digital stock monitoring system was often neglected, and recording was still done manually, slowing the workflow and impacting performance at PT Sari

Rasa, OKI Regency. One variable that influences performance is job satisfaction. Regarding job satisfaction, researchers also observed another phenomenon at PT Sari Rasa in OKI Regency. Regarding promotions, 16 employees at PT Sari Rasa, OKI Regency, stated that promotions were still unfair. Many employees who performed better and demonstrated integrity, consistently carried out their work responsibly, and had more experience were not given promotion opportunities.

Another phenomenon was also found in the supervision indicator. Seventeen employees stated that not all employees received equal treatment at work. Employees who were close to their superiors were not reprimanded for mistakes such as preparing excess production stock or arriving late for shift changes, leading to employee dissatisfaction with the supervision provided. Another phenomenon was found in the coworker indicator. Twenty employees reported a lack of coworker support in carrying out their work, particularly when there were many orders; some still did not help each other during the process of preparing customer orders. Furthermore, frequent miscommunication between employees led to errors in task execution and blame when work reports were not completed, resulting in employee dissatisfaction and decreased motivation and enthusiasm in achieving company goals. Regarding work motivation, researchers also observed another phenomenon at PT Sari Rasa in OKI Regency. In the working conditions indicator, 23 employees reported unhealthy competition and ineffective communication, leading to an unfavorable working environment. Another phenomenon was found in the work itself indicator. Twenty-one employees reported that the work was too monotonous and unchallenging due to the lack of job rotation. Furthermore, employees felt excluded from the decision-making process and lacked the freedom to express ideas. Another phenomenon also occurred in the recognition indicator from superiors. Twenty-three employees reported rarely receiving appreciation or praise for work achievements, such as never being late in submitting work reports. Furthermore, work evaluations were only given when errors occurred, not as a form of recognition for employee success.

Work environment, in relation to the work environment, researchers also found another phenomenon at PT Sari Rasa, OKI Regency, namely in the movement space indicator, as many as 24 employees revealed that the area where employees work is too narrow, especially in the office where the work desks are not arranged properly and make employees unable to move freely, which disrupts employee activities at work. Another phenomenon was found in the facilities and infrastructure indicator: 20 employees reported that some work tools are outdated and not functioning optimally, yet have not been replaced. In addition, employees complained that the lighting in several work areas was dim, which can interfere with their ability to perform their work. Another phenomenon was also observed in the security indicator: 25 employees reported that they complained about the lack of CCTV, which makes them feel less safe in the work area due to incidents of lost smartphones. In addition, not all employees regularly receive personal protective equipment, such as masks, gloves, or safety shoes. Regarding compensation, researchers also found another phenomenon at PT Sari Rasa in OKI Regency: 22 employees reported that their salaries were insufficient to meet the cost of a decent life, especially for married employees. The salary received by employees is Rp. 3,000,000. Another phenomenon was also observed in the incentive indicator: 24 employees reported that there were no clear indicators for achieving targets to obtain incentives; the impression was that incentives were given to employees who were close to their superiors or certain sections, rather than purely based on employee performance. Another problem was also found in the allowance indicator: 23 employees reported that no additional allowances, such as transportation or

attendance, were provided; they were only given meals 2 times a day during working hours.

## 2. Literature Review

**The Influence of Work Motivation on Job Satisfaction.** According to [Bintoro and Daryanto \(2017\)](#), job satisfaction can be determined by examining several factors that generate and drive it, including psychological factors related to employee motivation. Furthermore, according to [Rivai \(2019\)](#), work motivation is one of the factors influencing employee job satisfaction. This research is supported by previous studies conducted by [Lawren and Ekawati \(2023\)](#), [Pratiwi \(2023\)](#), [Setioningtyas and Dyatmika \(2020\)](#), and [Rulianti and Nurpibadi \(2023\)](#). Their results showed that work motivation has a positive and significant effect on job satisfaction. This contrasts with research conducted by [Amalia, Farla and Karimudin \(2024\)](#), which showed that work motivation has a positive but insignificant effect on job satisfaction. The phenomenon at PT Sari Rasa in OKI Regency involves issues related to work motivation, including working conditions, the work itself, and recognition from superiors. This impacts employee satisfaction regarding promotions, supervision, and coworkers.

**The Influence of the Work Environment on Job Satisfaction.** According to [Bintoro and Daryanto \(2017\)](#), job satisfaction can be determined by examining several factors that generate and sustain it, including physical factors related to the work environment. Furthermore, according to [Rivai \(2019\)](#), factors influencing employee job satisfaction include the work environment. This research is supported by previous studies conducted by [Lawren and Ekawati \(2023\)](#), [Saputra \(2022\)](#), and [Rulianti and Nurpibadi \(2023\)](#). Their results showed that the work environment had a positive and significant effect on job satisfaction. This contrasts with research conducted by [Kusumadewi \(2020\)](#), which showed a positive but insignificant effect on job satisfaction. The phenomenon at PT Sari Rasa in OKI Regency identified work environment issues related to mobility, facilities, infrastructure, and security. This impacts employee satisfaction regarding promotions, supervision, and coworkers.

**The Effect of Compensation on Job Satisfaction.** According to Bintoro and Daryanto ([Bintoro and Daryanto \(2017\)](#)), job satisfaction can be determined by examining several factors that generate and encourage it. These include financial factors related to compensation and employee welfare guarantees, including salary systems and amounts, social security, and various benefits. Furthermore, according to [Rivai \(2019\)](#), compensation is one of the factors influencing employee job satisfaction. This research is supported by previous studies conducted by [Lawren and Ekawati \(2023\)](#) and [Aritonang and Febrian \(2023\)](#). Their results showed that compensation had a positive and significant effect on job satisfaction. This contrasts with research conducted by [Saputra \(2022\)](#), which showed a positive but insignificant effect on job satisfaction. A phenomenon that occurred at PT Sari Rasa in OKI Regency was a compensation issue related to salary, incentives, and benefits. This impacted employee satisfaction with promotions, supervision, and coworkers.

**The Influence of Work Motivation on Employee Performance.** According to [Kasmir \(2019\)](#), factors influencing performance include work motivation. [Sutrisno \(2019\)](#) defines motivation as a factor that drives a person to perform a particular activity. Therefore, motivation is often interpreted as a factor that drives a person's behavior. This research is supported by previous studies conducted by [Sartika and Akbar \(2023\)](#), [Rumampuk and Nurdiani \(2022\)](#). Their results showed that work motivation has a positive and significant effect on performance. This contrasts with the research conducted by [Atika, Machasin and Pramadewi \(2023\)](#), which showed that work motivation has no significant effect on performance. The phenomenon that

occurred at PT Sari Rasa in OKI Regency involved issues related to work motivation, including working conditions, the work itself, and recognition from superiors. This impacted employee performance in terms of punctuality, employee cooperation, and effectiveness.

**The Influence of the Work Environment on Employee Performance.** According to [Kasmir \(2019\)](#), factors influencing performance include the work environment. [Kasmir \(2019\)](#) defines the work environment as the atmosphere or conditions surrounding the workplace. The work environment can include the space, layout, facilities, infrastructure, and working relationships with coworkers. This research is supported by previous studies conducted by [Indarti, Sangadji and Khamidah \(2023\)](#) and [Prasetya, Dewi, Tahwin and Rosyidi \(2023\)](#), which showed that the work environment has a positive and significant effect on performance. This contrasts with [Amalia, Farla, and Karimudin's \(2024\)](#) research, which found that the work environment has no significant effect on performance. A phenomenon that occurred at PT Sari Rasa in OKI Regency involved issues related to the work environment, including mobility, facilities, infrastructure, and security. This impacted employee performance in terms of punctuality, inter-employee cooperation, and effectiveness.

**The Effect of Compensation on Employee Performance.** According to [Handoko \(2019\)](#), factors influencing performance include compensation. [Kasmir \(2019\)](#) defines compensation as the rewards a company provides to its employees, both financial and non-financial. This research is supported by previous studies conducted by Indarti, Sangadji, and Khamidah (2023) and Amalia, Farla, and Karimudin (2024), which showed that compensation had a positive and significant effect on performance. This contrasts with the research by [Prasetya, Dewi, Tahwin and Rosyidi \(2023\)](#), which found that compensation had no significant effect on performance. A phenomenon that occurred at PT Sari Rasa in OKI Regency involved compensation issues related to salaries, incentives, and benefits. This impacted employee performance in terms of punctuality, inter-employee cooperation, and effectiveness.

**The Effect of Job Satisfaction on Employee Performance.** According to [Kasmir \(2019\)](#), factors influencing performance include job satisfaction. [Hasibuan \(2023\)](#) defines job satisfaction as an emotional attitude, whether pleasant or unpleasant. Employees who are satisfied with their jobs will exhibit emotional well-being. Employee satisfaction will make employees love their jobs. Job satisfaction can be experienced at work, outside work, or in a combination of both internal and external factors. This research is supported by previous studies conducted by [Atika, Machasin and Pramadewi \(2023\)](#). Their results showed that job satisfaction has a positive and significant effect on performance. This contrasts with research conducted by [Mahirah and Setiani \(2022\)](#), which showed that job satisfaction had a positive but insignificant effect on performance.

### 3. Research Method

This research was conducted at PT Sari Rasa, OKI Regency (Head Office, Teluk Gelam Branch, and Kayuagung Branch). At the same time, the data was obtained from PT Sari Rasa, OKI Regency, located at Jl. Lintas Timur, Teluk Gelam District, Ogan Komering Ilir Regency, South Sumatra 30673. The research method used in this study is quantitative. The dependent variable in this study is employee performance, with indicators of punctuality, employee relations, and effectiveness. The independent variables are motivation, work environment, and compensation. Motivation indicators include working conditions, the work itself, recognition, and rewards. The indicators of the work environment are room for movement in the workplace, facilities and infrastructure, and security. The indicators of compensation are salary, incentives,

and benefits. The intervening variable is job satisfaction, with indicators of promotion, supervision, and coworkers. The population of this study comprises 165 permanent employees of PT Sari Rasa, OKI Regency. The sample taken in this study was 150 employees of PT Sari Rasa, OKI Regency. The sampling method used in this study is Simple Random Sampling. The data collection method was a questionnaire. The data required for this study were both primary and secondary. The data analysis technique used to measure the variables in this study was structural equation modeling (SEM).

#### 4. Findings and Discussions

Confirmatory Factor Analysis. This analysis was conducted separately for each construct to test the measurement model by evaluating construct validity and construct reliability. Figure 1 shows that all loading factor variables exceed the error threshold (0.05). This indicates that the CFA (Confirmatory Factor Analysis) test at the initial stage, shown in Figure 1, has met the requirements for further testing.

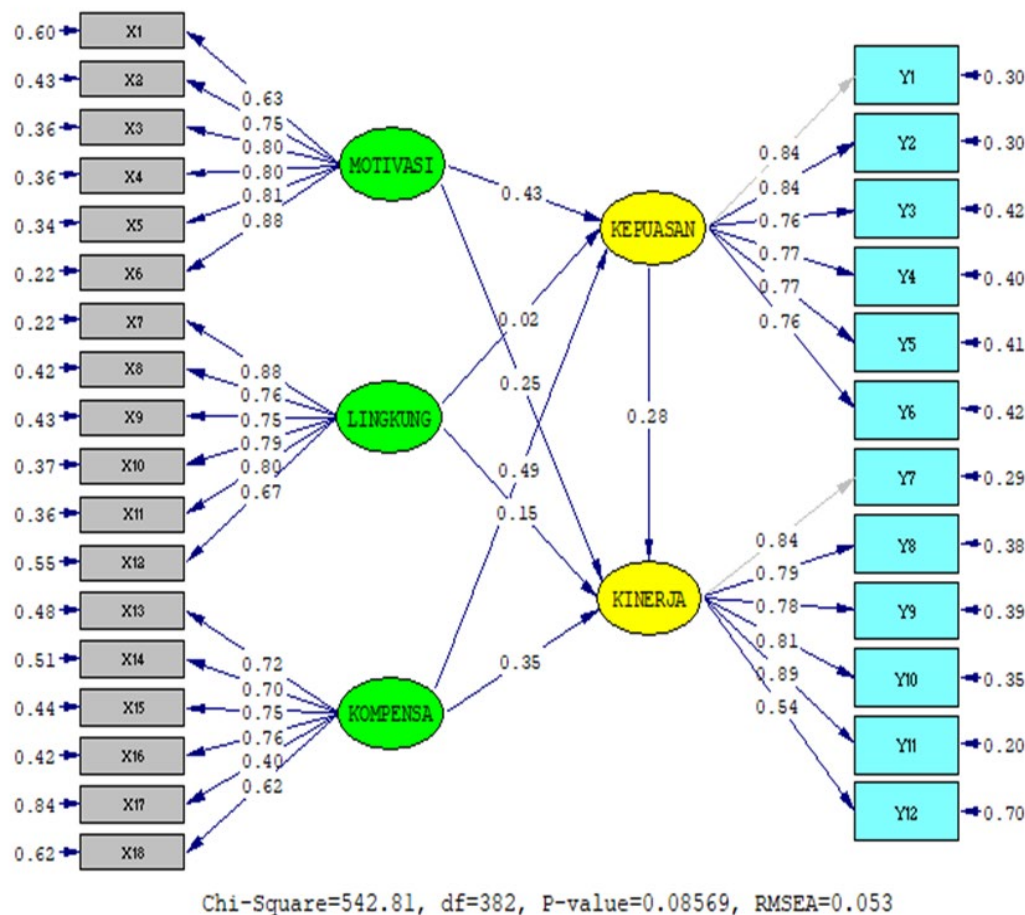


Figure 1. Confirmatory Factor Analysis

Based on the Goodness of Fit appendix, a summary of the model fit test results can be made as follows:

Motivasi = Motivation, Lingkungan = Environment, Kompesa = Compensation. Kepuasan = Satisfaction, Kinerja = Performance

Table 1. Goodness of Fit Index

| <i>Goodness Of Fit Index</i> | <i>Cut Of Value</i> | <i>Analysis</i> | <i>Model Evaluation</i> |
|------------------------------|---------------------|-----------------|-------------------------|
| P-Value                      | $\geq 0,05$         | 0.085           | Good Fit                |
| RMSEA                        | $\leq 0,1$          | 0.053           | Good Fit                |
| GFI                          | $\geq 0,90$         | 0.80            | Fit                     |
| NNFI                         | $\geq 0,90$         | 0.98            | Good Fit                |
| SRMR                         | $\leq 0,1$          | 0.068           | Good Fit                |
| IFI                          | $\geq 0,90$         | 0.98            | Good Fit                |
| CFI                          | $\geq 0,90$         | 0.98            | Good Fit                |
| RFI                          | $\geq 0,90$         | 0.94            | Good Fit                |
| NFI                          | $\geq 0,90$         | 0.94            | Good Fit                |

Based on Table 1, the model is good because the overall goodness-of-fit indices fall within the good fit range.

Next, we will test the structural model, namely, testing the significance of the influence. The image below shows the results of the structural equation.

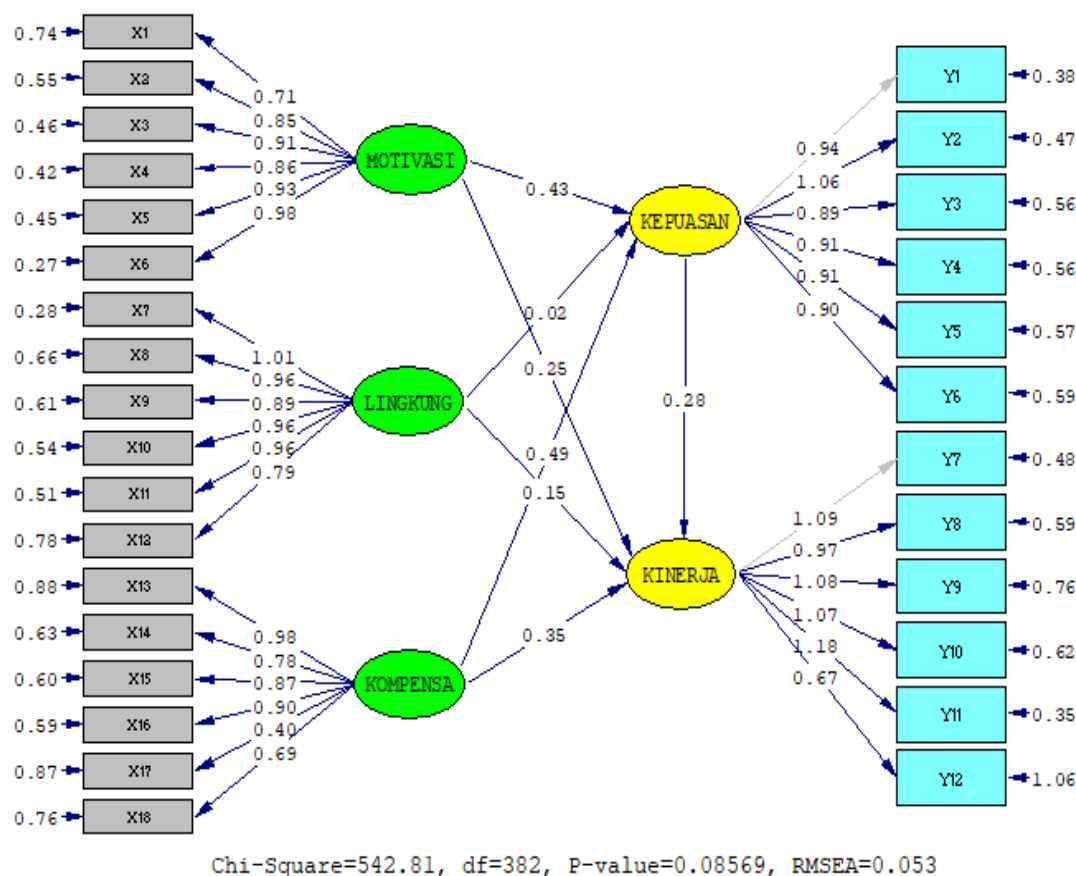


Figure 2. Path Analysis

Motivasi = Motivation, Lingkungan = Environment, Kompesa = Compesation. Kepuasan = Satosfcation, Kinerja = Performance

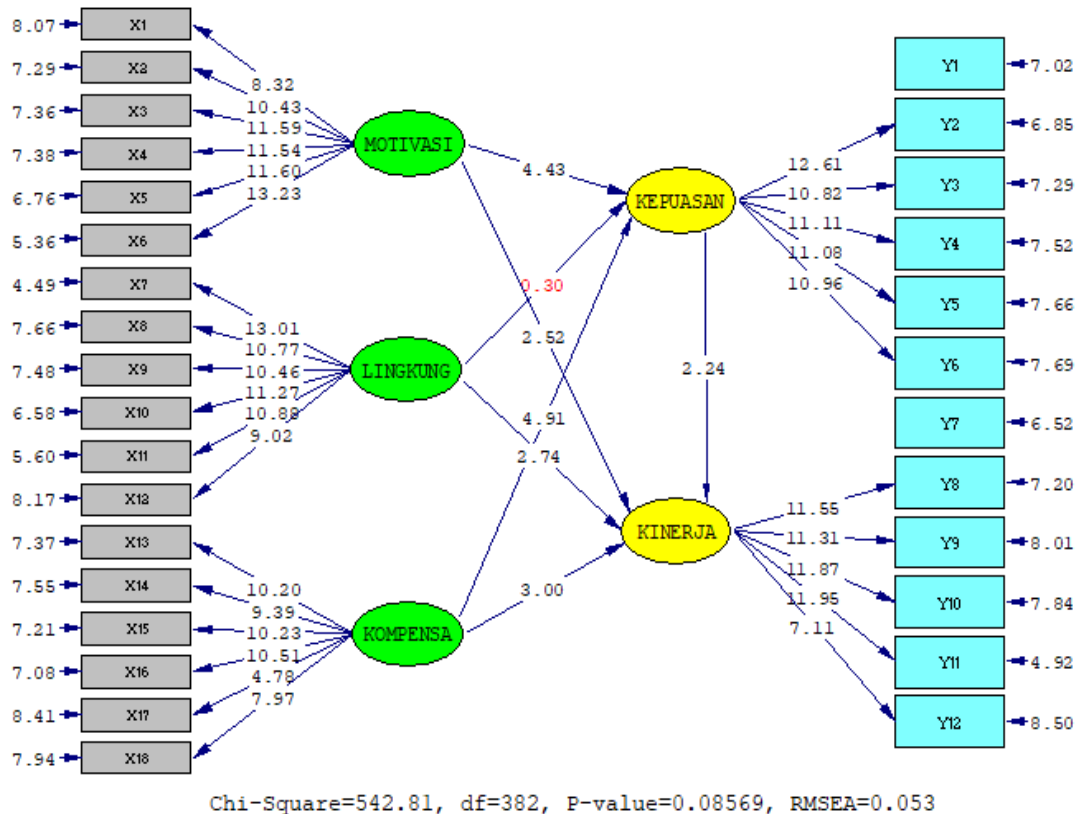


Figure 3. t-value

Motivasi = Motivation, Lingkungan = Environment, Kompesa = Compensation. Kepuasan = Satisfaction, Kinerja = Performance

Based on Figures 2 and 3, the following research hypothesis tests were conducted:

The Effect of Work Motivation on Job Satisfaction. The result shows that the t-value is 4.43, which is greater than 1.96, so  $H_0$  is rejected. This indicates a significant effect of work motivation on employee job satisfaction at PT. Sari Rasa. The analysis shows that work motivation has a significant positive effect on employee job satisfaction at PT. Sari Rasa. This study indicates that increased work motivation increases job satisfaction, whereas decreased work motivation decreases it. This study aligns with [Rivai \(2019\)](#) theory, which identifies factors influencing employee job satisfaction, including work motivation. This research aligns with studies by [Setioningtyas and Dyatmika \(2020\)](#), [Lawren and Ekawati \(2023\)](#), [Pratiwi \(2023\)](#), and [Rulianti and Nurpibadi \(2023\)](#), which found that work motivation significantly influences job satisfaction. This contrasts with previous research by [Amalia, Farla and Karimudin \(2024\)](#), which found that work motivation did not significantly affect job satisfaction. Based on the questionnaire results, most employees stated that coworkers do not support or help each other in carrying out their work. As a practical study, researchers suggest paying attention to work motivation, especially in relation to working conditions, by conducting regular evaluations of facilities such as lighting and ventilation to ensure employees are comfortable and focused on their work. In addition, the work itself should be rotated and give employees the responsibility to be creative in improving their skills, so that work is not monotonous, as well as recognition or appreciation through formal and informal reward

systems, such as direct praise or performance-based incentives. If these improvements are implemented, employees will be motivated and satisfied by receiving promotions, being supervised in ways that incentivize, and having coworkers who support each other in their work.

**The Effect of Work Environment on Job Satisfaction.** The result shows that the t-value is  $0.30 < 1.96$ , so  $H_02$  is accepted. This means there is no significant influence of the work environment on PT's job satisfaction. Sari Rasa employees. The analysis shows that the work environment has a positive but insignificant effect on employee job satisfaction at PT. Sari Rasa. This study's findings align with Rivali's (2019) findings, which identify factors influencing employee job satisfaction. The work environment has no significant effect on job satisfaction, meaning that improvements in the work environment do not directly lead to a significant increase in job satisfaction. Although various physical issues were identified, such as limited mobility, inadequate facilities and infrastructure, and suboptimal security systems, a good physical work environment can support work comfort. Still, it is not the only key factor in job satisfaction. Therefore, improvement strategies can be implemented efficiently without disrupting core operations. Conversely, a suboptimal work environment can reduce employee satisfaction. However, if employees are accustomed to it and other needs (income and social relationships) are met, the impact on satisfaction will be small or insignificant [Hasibuan \(2023\)](#). In contrast to research by [Setioningtyas and Dyatmika \(2020\)](#), [Saputra \(2022\)](#), [Lawren and Ekawati \(2023\)](#), [Aritonang and Febrina \(2023\)](#), and [Rulianti and Nurpibadi \(2023\)](#), which found that the work environment has a significant effect on job satisfaction, their research stated that the work environment has a significant effect on job satisfaction. This research aligns with previous research conducted by [Kusumadewi \(2020\)](#), which stated that the work environment has a significant effect on job satisfaction. The reasons why the work environment variable has no significant effect on job satisfaction are: first, because elements in indicators other than those asked by the researcher may influence job satisfaction. This means that, in this case, the researcher selected only three indicators closest to the objectives when asking respondents questions because, according to the researcher, these indicators were the most representative or in accordance with the phenomena and facts observed. However, the researcher's results from the distributed and processed questionnaire indicated that the work environment variable did not have a significant effect on job satisfaction. Therefore, the work environment may be considered a complementary factor rather than the main determinant. As long as income and social relationships are met, then the conditions of freedom of movement, Suboptimal facilities/infrastructure, and security do not affect employee perceptions of job satisfaction or dissatisfaction. As a practical study, researchers recommend paying attention to the work environment, especially indicators of movement space, by rearranging the work area layout to allow employees greater freedom of movement. Maintaining existing facilities and infrastructure and replacing frequently damaged facilities is recommended. Improving workplace safety by adding simple safety elements such as gloves, masks, and first aid kits to the work area. If these improvements are implemented, employees will be motivated and satisfied, receiving promotions, incentivized supervision, and supportive coworkers.

**The Effect of Compensation on Job Satisfaction.** The result shows that the t-values are  $4.91 > 1.96$ , so  $H_03$  is rejected. This means that compensation significantly influences PT's job satisfaction. Sari Rasa employees. The analysis shows that compensation has a significant positive effect on employee job satisfaction at PT. Sari Rasa. The results of this study indicate that higher compensation increases job satisfaction and that lower compensation decreases it.

These results align with [Rivai's \(2019\)](#) theory, which identified factors influencing employee job satisfaction. This research aligns with [Lawren and Ekawati \(2023\)](#) and [Aritonang and Febrian \(2023\)](#), who found that compensation had a positive and significant effect on job satisfaction. This contrasts with [Saputra's \(2022\)](#) research, which found that compensation had no significant effect on job satisfaction. As a practical study, the researcher recommends paying attention to compensation, especially regarding salary indicators. Evaluation is necessary to develop a fairer, more professional salary structure based on position level and workload. Furthermore, regarding the implementation of incentive schemes, clear indicators for achieving sales targets and unauthorized absences should be provided in determining incentives, and allowances should be tailored to basic employee needs, such as meal allowances, transportation allowances, and BPJS. If these improvements are made, employees will be motivated and satisfied by receiving promotions, having supervisors who provide incentives, and coworkers who support each other in carrying out their work.

**The Effect of Work Motivation on Performance.** The result shows that the t-values are  $2.52 > 1.96$ , so  $H_04$  is rejected. This indicates a significant influence of work motivation on PT performance. Sari Rasa employees. The analysis shows that work motivation has a significant positive effect on employee performance at PT. Sari Rasa. This study demonstrates that increased work motivation improves employee performance, whereas decreased work motivation decreases it. This study aligns with [Kasmir's \(2019\)](#) theory, which focuses on work motivation. This research aligns with research conducted by Seta (2020), Alhempri et al. (2021), [Rumampuk and Nurdiani \(2022\)](#), [Mahirah and Setiani \(2022\)](#), [Sartika and Akbar \(2023\)](#), [Indarti, Sangadji and Khamidah \(2023\)](#), which found that work motivation significantly influences employee performance. This contrasts with previous research by [Atika, Machasin and Pramadewi \(2023\)](#), which found that work motivation had no significant effect on employee performance. In a practical study, researchers recommend paying attention to work motivation, particularly in relation to working conditions. This can be done by conducting regular evaluations of working conditions, including lighting and ventilation, to ensure employee comfort and focus. Furthermore, regarding the work itself, it's recommended to rotate jobs and give employees responsibility for creativity and skill development to prevent monotony. Furthermore, recognition and rewards should be provided through formal and informal reward systems, such as direct praise or performance-based incentives. If these improvements are implemented, employees will be motivated and improve their performance, ensuring work is completed within the allotted timeframe and enabling them to collaborate and utilize company resources effectively. Based on the test results, the direct effect of work motivation on performance was 0.25. In contrast, the indirect effect of work motivation on performance, with job satisfaction as an intervening variable, was 0.37. This means that job satisfaction strengthens the relationship between work motivation and performance. In this case, the work motivation variable needs to be supported by the intervening variable, job satisfaction, as this strengthens the influence of work motivation on performance. This statement is based on the results of the questionnaire distribution and responses to the existing statement items showing that work motivation influences performance through the intervening variable of job satisfaction with the results of the questionnaire statements from the job satisfaction variable dominated by respondents' answers disagreeing and strongly disagreeing, meaning that there is still a need for re-evaluation regarding work motivation and current employee job satisfaction so that it can improve employee performance.

**The Effect of the Work Environment on Performance.** The result shows that the t-values are

$2.74 > 1.96$ , so  $H_05$  is rejected. This means the work environment significantly influences PT's performance. Sari Rasa employees. The analysis shows that the work environment has a significant positive effect on employee performance at PT. Sari Rasa. This study indicates that an improvement in the work environment will increase employee performance, whereas a decline in the work environment will decrease it. This study aligns with [Kasmir \(2019\)](#) theory, which emphasizes the work environment. This research aligns with that of [Indarti, Sangadji, and Khamidah \(2023\)](#) and [Prasetya et al. \(2023\)](#), who found that the work environment significantly affects employee performance. This contrasts with previous research by [Amalia, Farla, and Karimudin \(2024\)](#), which found that the work environment had an insignificant effect on employee performance. As a practical study, the researchers recommend paying attention to the work environment, particularly indicators of movement space. This can be done by rearranging the work area layout to allow employees to move freely. Furthermore, the existing facilities and infrastructure can be maintained and replaced for those that are frequently damaged. Furthermore, workplace safety can be improved by adding simple safety measures, such as gloves, masks, and first-aid kits, to the work area. If these improvements are implemented, employees can improve their performance, ensuring that work is completed on time, allowing them to collaborate effectively, and utilizing company resources effectively. Based on the test results, the direct effect of the work environment on performance was 0.15, while the indirect effect of the work environment variable on performance, with job satisfaction as an intervening variable, was 0.16. This means that job satisfaction strengthens the work environment's influence on performance. In this case, the work environment variable needs to be supported by the intervening variable, job satisfaction, as this strengthens the work environment's influence on performance. This statement is based on the questionnaire results and item responses, indicating that the work environment influences performance through the intervening variable of job satisfaction. The questionnaire results for the job satisfaction variable showed that most respondents disagreed or strongly disagreed. This indicates that the current work environment and employee job satisfaction need to be re-evaluated to improve employee performance.

**The Effect of Compensation on Performance.** The result shows that the  $t$ -value is  $3.00 > 1.96$ , so  $H_06$  is rejected. This means that compensation significantly influences PT's performance. Sari Rasa employees. The analysis shows that compensation has a significant positive effect on employee performance at PT. Sari Rasa. This study indicates that an increase in compensation will improve employee performance, whereas a decrease in compensation will decrease it. This study aligns with [Handoko's \(2019\)](#) theory, which includes compensation. This research aligns with research conducted by [Amalia, Farla and Karimudin \(2024\)](#), and [Indarti, Sangadji and Khamidah \(2023\)](#), which found that compensation significantly influences employee performance. This contrasts with previous research by [Prasetya, Dewi, Tahwin and Rosyidi \(2023\)](#), which found that compensation had no significant effect on employee performance. As a practical study, the researchers recommend considering compensation, particularly regarding salary indicators. Evaluation is necessary to develop a fairer, more professional salary structure based on position level and workload. Furthermore, when implementing incentive schemes, clear indicators should be provided to achieve sales targets and to prevent unauthorized attendance when determining incentives. Allowances should be tailored to basic employee needs, such as meal and transportation allowances, as well as BPJS. If these improvements are implemented, employees will be motivated and will improve their performance, ensuring that work is completed on time, that they collaborate effectively, and that they utilize company resources. Based on the test results, the direct effect

of compensation on performance was 0.35, while the indirect effect, with job satisfaction as an intervening variable, was 0.49. This means that job satisfaction strengthens the effect of compensation on performance. In this case, the compensation variable needs to be supported by the intervening variable of job satisfaction, as this strengthens the effect of compensation on performance. This statement is based on the questionnaire results and item responses, indicating that compensation influences performance through the intervening variable of job satisfaction. The questionnaire results for the job satisfaction variable showed that most respondents disagreed or strongly disagreed. This indicates that further evaluation of the compensation provided and employee job satisfaction is still needed.

**The Effect of Job Satisfaction on Performance.** The result shows that the t-values are  $2.24 > 1.96$ , thus rejecting  $H_0$ . This means that job satisfaction significantly influences employee performance at PT. Sari Rasa. The analysis shows that job satisfaction has a significant positive effect on employee performance at PT. Sari Rasa. This study indicates that an increase in job satisfaction will improve employee performance, whereas a decrease in job satisfaction will decrease it. This study aligns with [Kasmir's \(2019\)](#) theory, which focuses on job satisfaction. This research aligns with research conducted by [Atika, Machasin and Pramadewi \(2023\)](#), which found that job satisfaction significantly influences employee performance. This contrasts with previous research conducted by [Mahirah and Setiani \(2022\)](#), which found that job satisfaction had no significant effect on employee performance. As a practical study, the researchers recommend paying attention to job satisfaction, particularly regarding promotion indicators, by implementing a performance-based promotion system, such as target achievement. Regarding supervision indicators, a routine monitoring system should be implemented to assist employees in their work. For coworker indicators, team-based incentives should be implemented to encourage collaboration. If these improvements are made, employees will be motivated and improve their performance, so that work is completed within the specified time, they can work together to carry out the work, and they will utilize the company's resources.

## 5. Conclusion

It can be concluded that motivation, work environment, and compensation influence employee performance, using job satisfaction as an intervening variable. Thus, PT. Sari Rasa needs to implement a consistent, measurable performance evaluation system that enables employees to work within the specified time, collaborate, and effectively utilize available resources, thereby encouraging optimal performance. PT. Sari Rasa is recommended to increase transparency in its promotion system based on performance, discipline, and loyalty. Improve supervision quality by being more focused and providing guidance and solutions to employees. Involve employees in decision-making and provide space for discussion to foster collaboration among coworkers. PT. Sari Rasa should focus on working conditions to create a comfortable work environment. Implement challenges, varied job rotations, and recognize and reward employee achievements and efforts with verbal appreciation or small incentives to increase employee motivation. PT. Sari Rasa needs to pay attention to the work environment by providing a comfortable, easy-to-move space for employees to carry out activities in line with the workspace's function. Maintain and replace frequently damaged facilities, and improve workplace safety by adding simple safety features, such as gloves, masks, and first-aid kits, to the work area. PT. Sari Rasa needs to evaluate its compensation system, including establishing a fairer and more professional salary structure based on position level. Furthermore, the incentive scheme should include clear indicators for achieving sales targets when determining incentives and allowances, tailored to basic employee needs, such as meal and transportation

allowances, as well as BPJS (Social Security).

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