

## The Effect of Compensation and Work Environment on Employee Performance with Motivation as an Intervening Variable at PT Transcoal Pacific Sangatta

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### ABSTRACT

This study investigates the effect of salary and work environment on employee performance, with job motivation acting as a mediator at PT Transcoal Pacific Sangatta. The study involved 55 employees from the company as respondents. The Structural Equation Modeling (SEM) technique was used to analyze the data, supported by the SmartPLS software for multivariate hypothesis testing. The analysis followed two key stages using the Partial Least Squares (PLS) technique: evaluation of the outer model, followed by assessment of the inner model. The data indicated that salary had a favorable and considerable impact on employee performance. Similarly, the working environment has a favorable and significant impact on performance. Compensation also significantly enhances work motivation, while the work environment's effect on motivation is positive but not significant. Furthermore, motivation has a positive and significant impact on performance. Compensation indirectly influences performance through motivation in a significant and positive manner, whereas the indirect effect of the work environment on performance through motivation is positive but not statistically significant.

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## INTRODUCTION

Employee performance is a key element in determining an organization's success and is closely tied to the quality of its human resources (Afiani, Surachim, & Masharyono, 2019). Human resources hold a vital role in executing company operations, and therefore, each employee's potential must be maximized to ensure meaningful contributions toward achieving the company's objectives.

Compensation is a significant factor for employees, as it reflects their individual value within the organization. On the other hand, inadequate compensation may negatively impact employee performance, motivation, and job satisfaction. When compensation is provided fairly and appropriately, it can lead to increased job satisfaction and drive employees to support the organization's goals. In addition to compensation, the work environment also plays an important part in improving employee performance. According to Sutrisno (2016, p.118), the work environment includes all the tools, infrastructure, and surroundings that support employees in performing their tasks and can influence how well the work is carried out.

PT Transcoal Pacific, a logistics and transshipment company, is facing the challenge of declining employee performance. Data shows a decline in the final value of workers from 9.2% in the period May 2022 - April 2023 to 7.8% in the period May 2023 - April 2024. This decline was identified as originating from declining quantity and quality of work, as well as disciplinary issues such as lateness and absence without permission. This phenomenon is thought to be related to the mismatch of compensation with workload and responsibilities, as well as the lack of transparency in the compensation system. In addition, a less conducive work environment, such as inadequate facilities, differences in the condition of office desks and chairs, and technical computer problems, also contribute to low employee motivation and performance.

For companies, performance research is very useful for assessing compensation, the work environment can motivate employees. One of the keys to success in an organization to achieve company goals is the performance and productivity of its employees. And one way to improve employee work productivity is to determine the provision of fair and appropriate compensation to employees for their work achievements. However, sometimes the compensation provided by the company is still not fully able to improve employee performance. Therefore, the provision of compensation must be adjusted to the results of employee work because the provision of appropriate compensation is expected to increase employee job satisfaction followed by increased employee performance. Employee motivation is supposed to inspire them to be willing and ready to mobilize their abilities, such as expertise or skills, energy, and time, to fulfill tasks and activities that are their duty.

Given the performance decline reported by the company, it becomes essential to empirically investigate the dynamics between these variables. This study seeks to contribute to both theory and practice by exploring how compensation and the work environment impact employee performance, and to what extent motivation mediates these relationships. By applying a structural

equation modeling approach, this research provides a more nuanced understanding of both direct and indirect effects within the proposed model.

Several studies have been conducted to determine the impact of remuneration on performance, however, there is still inconsistency in the results. Research from Full Moon and Kempa (2016), Wairooy (2017) proves that compensation has a positive influence on employee performance. Riansari and Sudiro (2012) found that compensation does not have a direct impact on employee performance. Similarly, research on how the work environment affects performance have produced mixed and inconsistent findings. For instance, research by Rahim et al. (2017) and Susanti and Mardika (2021) determined that the work environment has a substantial effect on performance. In contrast, studies by Arianto (2013), Aryono (2017), and Dewi (2019) found no significant relationship between the work environment and performance.

The impact of motivation on performance has also yielded inconsistent results. While several researchers, including Rahim et al. (2017), Susanti and Mardika (2021), Aryono (2017), and Meutia et al. (2016), reported a significant effect, other studies, such as that by Paramarta and Astika (2020), found that motivation does not significantly influence performance.

These inconsistencies in previous findings regarding the effects of compensation, work environment, and motivation particularly in terms of motivation's mediating role highlight the need for further investigation. This study was therefore conducted to explore more thoroughly the relationships among compensation, work environment, motivation, and employee performance, especially in the context of PT Transcoal Pacific Sangatta.

The outcomes of this study are expected to offer strategic insights for the management of PT Transcoal Pacific and similar organizations facing performance-related challenges. If motivation is found to play a significant mediating role, companies may need to go beyond just improving salaries or facilities they must also focus on fostering intrinsic motivation through recognition, career development opportunities, and supportive leadership. Furthermore, if certain variables show no significant effect, it may prompt a reevaluation of current HR practices and investments.

This study aims not only to fill gaps in the existing literature particularly related to inconsistent findings on compensation, work environment, and motivation but also to provide practical recommendations for enhancing employee performance in the logistics and transshipment industry. By focusing on the unique case of PT Transcoal Pacific Sangatta, the research contributes localized insights that can inform broader organizational behavior frameworks and human capital strategies.

## LITERATURE REVIEW

### *Employee Performance*

Performance is the level of achievement of a person in implementing programs, activities and policies in achieving a target, goal, vision and mission in an organization Putra (2017). Meanwhile, according to Santosa et al. In (Puspitasari and Dahlia 2020) Performance is the achievement of work results in

activities or programs that have been planned in advance to achieve the goals and targets set by an organization.

### ***Work Motivation***

Setyadi (2021) defines motivation as a sequence of actions that describe an individual's intensity, direction, and persistence in striving to reach specific goals. Meanwhile, Sospelisa and Killay (2020) describe work motivation as a process driven by individual needs, which encourages a person to engage in a series of actions aimed at achieving both personal objectives and organizational goals, while also fulfilling various needs.

### ***Work Environment***

The Last Supper (2019) states that in general The workplace is separated into two categories: physical and non-physical work settings. The physical work environment includes all situations that can have an impact on employees, directly or indirectly. The non-physical work environment encompasses all conditions related to working relationships with superiors and subordinates.

### ***Compensation***

According to Hasibuan (2017), compensation encompasses all revenue earned by employees, whether in the form of money or commodities, and whether acquired directly or indirectly in exchange for the services they offer to the company. Meanwhile, Marwansyah (2016) defines compensation as a fair and appropriate reward, either financial or non-financial, given directly or indirectly to employees in recognition of their contributions toward achieving the company's objectives.

### ***Relationship Between Variables***

#### ***How Compensation Affects Employee Performance***

Improving employee performance is closely tied to compensation. Compensation plays a crucial role in influencing how well employees perform. Broadly speaking, it refers to the rewards employees receive in exchange for their work. Financial compensation is essential as it allows employees to meet their basic, especially physiological, needs. Meanwhile, non-financial compensation is equally important, particularly in supporting employees' career growth.

Research by Meutia et al. (2016) found Compensation has a favorable and considerable effect on performance. However, this finding contrasts with the study by Firmdanari (2014), which concluded that compensation has no major impact on staff performance.

#### ***The Influence of Work Environment on Employee Performance***

An inadequate work environment can lead to inefficiencies, requiring more labor and time, and failing to support the development of an effective work system. The work environment is closely linked to employee performance; internal motivation plays a key role, and when employees are driven from within and supported by a conducive work environment, achieving high performance becomes more attainable.

Research by Mudayana and Suryoko (2016) demonstrates that the workplace has a favorable and significant influence on employee performance. However, this finding contradicts the study by Hanafi and Yohana (2017), which found that the work environment does not significantly influence employee performance.

### ***The Influence of Compensation on Motivation***

Organizations use compensation to motivate their employees. Therefore, if the needs of employees are met with the right compensation, then employees will be motivated to do their jobs optimally.

According to research by Meutia et al. (2016), Compensation has a favorable, considerable effect on motivation. However, this finding is in contrast to the study by Firmdanari (2014), which found no positive relationship between compensation and motivation.

### ***The Influence of Work Environment on Motivation***

Good working environment conditions will provide work motivation for employees in completing their workload. The working environment will be able to influence the work motivation of its employees in a working environment, therefore employees will feel more appropriate in working and encouraged to do many things that are in accordance with their duties and responsibilities in the company.

Based on research conducted by Cdanradewi and Dewi (2019), the work environment has a positive and significant effect on work motivation. This is contrary to the results of research conducted by Abdulrahman (2015) which shows that there is no good relationship between the workplace and motivation.

### ***The Influence of Motivation on Performance***

Motivation is something that needs to be developed in employees in order to strengthen efforts in achieving the goals expected by the company. Motivation and work ability are special basic requirements for humans that affect employee performance. Employee motivation will have a good impact on employee performance, with employee work motivation in working, employees can be more optimal in carrying out their duties and responsibilities in the company.

Based on research conducted by Revelation (2019) who stated in his research that motivation has a significant influence on performance, this contradicts the research conducted by Wuryani et al (2021), Sutia et al (2020) who stated that motivation has no significant influence on performance.

### ***The Influence of Compensation on Performance through Motivation***

When compensation does not match the responsibilities carried by employees, it can lead to a decrease in their work motivation. A decline in motivation often results in reduced employee performance. Research by Cdanradewi and Dewi (2019) found that motivation serves as a mediating factor in the relationship between compensation and performance.

### *The Influence of Work Environment on Performance through Motivation*

A positive and supportive work environment helps employees feel comfortable and engaged in their tasks. According to research by Sari and Aziz (2019), motivation acts as a mediating variable in the relationship between the work environment and employee performance.

#### *Conceptual Research Framework*

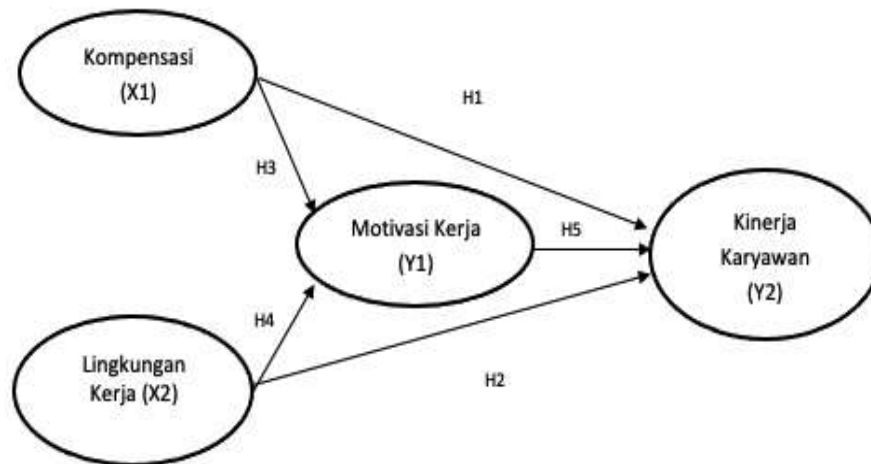


Figure 1 Conceptual study framework

## **METHODOLOGY**

This research employs a quantitative approach with an explanatory design, aiming to clarify the causal relationships among variables (Sugiyono, 2018). The study population consists of all 55 employees at PT Transcoal Pacific Sangatta. Given the population size is fewer than 100 individuals, the study used a census (total sampling) method, meaning every member of the population was included as a sample (Laili, 2017).

Primary data was gathered using a closed questionnaire using a Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The operational definitions and indications of the variables are given below:

- Performance (Y): Respondents' perceptions of work results (quantity, quality, punctuality, attendance, ability to complete work).
- Motivation (Z): Respondents' perceptions of work motivation (opportunities for advancement, sense of security, responsibility, recognition of achievements, self-actualization).
- Work Environment (X2): Respondents' perceptions of physical conditions (buildings, equipment, facilities) and non-physical conditions (co-worker relationships, superior-subordinate relationships) in the workplace.
- Compensation (X1): Respondents' perceptions of direct (salary, incentives) and indirect (allowances, insurance, facilities) rewards.

SmartPLS 4 software was used for data analysis. Evaluation of the measurement model (outer model) involved convergent validity tests (outer loading > 0.7, AVE > 0.5) and discriminant (cross-loading), as well as reliability tests (Composite Reliability > 0.7, Cronbach's Alpha > 0.6). Evaluation of the

structural model (inner model) was carried out by looking at the R-square, Q-square (predictive relevance), and Effect size (f-square) values. Hypothesis testing was carried out using the bootstrapping method with t-test (t-statistic > 1.96, p-value < 0.05).

## RESEARCH RESULT AND DISCUSSION

### *Convergent Validity Test*

In this study, a loading factor threshold of 0.60 is applied. The convergent validity test results can be evaluated by looking at the loading factor values in the outer loading results, which are displayed in Table 1 below.

Table 1. Results of Outer Loading for Convergent Validity Tests

	<b>Compensation (X1)</b>	<b>Work Environment (X2)</b>	<b>Motivation (Z)</b>	<b>Performance (Z)</b>
X1.1	0.899			
X1.2	0.834			
X1.3	0.894			
X1.4	0.821			
X2.1		0.938		
X2.2		0.848		
X2.3		0.936		
X2.4		0.820		
X2.5		0.923		
Z1			0.788	
Z2			0.849	
Z3			0.761	
Z4			0.839	
Z5			0.717	
Y1				0.901
Y2				0.843
Y3				0.910
Y4				0.812
Y5				0.776

*Source: SmartPLS Output 4.2025*

Based on Table 1, the results of data processing indicate that the outer model values meet the required standards, demonstrating good discriminant validity, as the correlation values for each indicator exceed 0.7. The indicator with the strongest influence on compensation is X1.1, which has the highest loading factor of 0.899 compared to other compensation indicators. For the work environment variable, indicator X2.1 shows the highest influence, with a loading factor of 0.938. In terms of motivation, indicator Z2 is the most influential, with a loading factor of 0.849. Lastly, for performance, indicator Y3 has the most dominant effect, showing the highest loading factor value of 0.910.

In addition to using outer loading to assess construct validity, the results of convergent validity can also be evaluated through the AVE (Average Variance

Extracted) value, which must exceed the threshold of 0.50. The AVE values for this research model are presented as follows.

Table 2 Average Variance Extracted (AVE) Value

Variables	AVE Value	Information
Compensation	0.744	Valid
Work environment	0.800	Valid
Motivation	0.628	Valid
Performance	0.722	Valid

Source: SmartPLS Output 4.2025

Based on Table 2, it can be observed that all four variables have AVE values greater than 0.5. Therefore, in this study, the discriminant validity measured by Average Variance Extracted (AVE) is deemed to be valid.

**Discriminant Validity**

Cronbach's alpha reliability tests must score more than 0.6. The composite dependability must be larger than 0.7, as shown in Table 5.8 below.

Table 3 Results of Reliability Consistency Test

	Cronbach's alpha	Composite reliability (rho_a)
Compensation (X1)	0.886	0.897
Work Environment (X2)	0.937	0.946
Motivation (Z)	0.861	0.892
Performance (Y)	0.903	0.910

Source: SmartPLS 4 output, 2025.

As shown in Table 3, the Cronbach's alpha values exceed 0.6, indicating that the constructs are reliable as instruments for measuring their respective variables. Additionally, the composite reliability (rho\_A) values are above 0.7, demonstrating that the measurement instruments used exhibit consistent and uniform reliability.

**Measurement Model or Inner Model**

**Goodness of Fit Model Check**

The model fit can be assessed using the R-squared value. Based on the data processed with SmartPLS 4 Professional, the R-squared values are presented in Table 4.

Table 4 R-square values

Variables	R-square value
Motivation	0.783
Performance	0.908

Source: SmartPLS Output 4.2025

Based on Table 4, the R-squared calculation indicates that the motivation construct (Z) has an R-squared value of 0.783. This means that the compensation (X1) and work environment (X2) variables together explain 78.3% of the variance in motivation (Z), while the remaining 21.7% is attributed to other factors not included in this study. Meanwhile, the performance construct (Y) shows an R-squared value of 0.908, indicating that compensation (X1), work environment (X2), and motivation (Z) collectively account for 90.8% of the variance in performance (Y), with the remaining 9.2% explained by other unobserved variables. To compute the predictive relevance (Q<sup>2</sup>) for the structural model, use the following formula:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.783)(1 - 0.908)$$

$$Q^2 = 1 - (0.125)$$

$$Q^2 = 0.875$$

### Hypothesis Testing

#### Direct Hypothesis Influence

Once the measurement criteria are satisfied, the analysis proceeds using the Bootstrapping method in SmartPLS 3. The results of the direct hypothesis testing are presented in Table 5 below.

Table 5 Results of Path Coefficient Test and Direct Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Information
Compensation (X1) -> Performance (Y)	0.426	0.402	0.116	3,665	0.000	H1 Accepted (Positive and Significant)
Work Environment (X2) -> Performance (Y)	0.232	0.222	0.104	2.230	0.028	H2 Accepted (Positive and significant)
Compensation (X1) -> Motivation (Z)	0.659	0.665	0.137	4,804	0.000	H3 Accepted (Positive and significant)
Work Environment (X2) -> Motivation (Z)	0.255	0.253	0.145	1,755	0.082	H4 Rejected (Positive and Insignificant)
Motivation (Z) -> Performance (Y)	0.344	0.381	0.140	2.463	0.015	H5 Accepted (Positive and significant)

Source: SmartPLS 4 output, 2025.

Hypothesis testing results can be described using the table above as follows. First, the t-statistic value for the Compensation variable's effect on Employee Performance is 3.665 with a p-value of 0.000. Since the t-value is greater than the critical value of 1.96 and the p-value is less than 0.050, it can be concluded that Compensation has a positive and significant effect on Employee Performance at PT Transcoal Pacific Sangatta. Second, the t-statistic value for the

Work Environment variable's effect on Employee Performance is 2.230 with a p-value of 0.028. This shows that the Work Environment also has a positive and significant impact on employee performance, as the statistical values meet the required criteria. Third, the effect of Compensation on Work Motivation yields a t-statistic of 4.804 with a p-value of 0.000, indicating a strong and significant positive relationship. Lastly, the t-statistic value for the effect of the Work Environment on Work Motivation is 1.755 with a p-value of 0.082. Since this does not meet the significance threshold ( $t < 1.96$  and  $p > 0.050$ ), It is possible to assume that the work environment does not have a significant effect on Work Motivation among employees at PT Transcoal Pacific Sangatta. Therefore, The Work Environment has a favorable but negligible influence on work motivation of PT Transcoal Pacific Sangatta employees. Furthermore, the t-statistic value for the mediating variable representing Work Motivation is 2.463 with a p-value of 0.015. As the t-value exceeds the threshold of 1.96 ( $2.463 > 1.96$ ) and the p-value is less than 0.050 ( $0.015 < 0.050$ ), It is possible to establish that work motivation has a substantial and positive impact on the performance of employees at PT Transcoal Pacific Sangatta.

**Indirect Hypothesis Effect**

The test is conducted by comparing the calculations t-statistic value with the critical value from the t-table. The t-statistic indicates that a hypothesis is accepted exceeds the t-table value. The t-table value is 1.96 when the significance level is set to 0.05 and the sample size is 55. The following table presents the results of the indirect hypothesis testing.

Table 6 Path Coefficients and Indirect Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Information
Compensation (X1) -> Motivation (Z) -> Performance (Y)	0.227	0.249	0.097	2,341	0.021	H6 Accepted (Positive and significant)
Work Environment (X2) -> Motivation (Z) -> Performance (Y)	0.088	0.100	0.075	1.169	0.245	H7 Rejected (Positive and Insignificant)

Source: SmartPLS Output 4.2025

Table 6 shows the findings of indirect hypothesis testing explained as follows: (1) The t-statistic value for the effect of Compensation on Performance through Work Motivation is 2.341 with a p-value of 0.021. Although the t-statistic appears to be greater than 1.96, the p-value is less than 0.050, which should indicate significance. However, the explanation incorrectly states that the t-value is less than 1.96 and the p-value is greater than 0.050. Assuming the data is accurate, it should be concluded that Compensation has a positive and significant effect on Performance through Work Motivation among employees at PT Transcoal Pacific Sangatta. (2) The t-statistic for the effect of the Work Environment on Performance through Work Motivation is 1.169, with a p-value

of 0.245. Since the t-statistic is less than 1.96 and the p-value exceeds 0.050, It is possible to conclude that the workplace has a positive but insignificant influence on staff performance at PT through Work Motivation Transcoal Pacific Sangatta.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this research can be explained as follows:

1. Compensation has a favorable and considerable impact on employee performance at PT Transcoal Pacific Sangatta. This suggests that the better the compensation provided by the company, the higher the performance levels of its employees.
2. The work environment has a positive and significant effect on employee performance at PT Transcoal Pacific Sangatta. This means that improvements in the work environment lead to better employee performance.
3. compensation has a favorable and important effect on employees work motivation at PT Transcoal Pacific Sangatta. This implies that well-structured compensation can enhance employees' motivation to perform their duties effectively.
4. The work environment has a beneficial but minor impact on employee work motivation at PT Transcoal Pacific Sangatta. This indicates that an inadequate work environment may fail to significantly boost employee motivation.
5. Employee performance is positively influenced by work motivation PT Transcoal Pacific Sangatta. This shows that the more motivated the employees are, the better their performance outcomes.
6. Compensation has a positive and significant effect on employee performance through work motivation at PT Transcoal Pacific Sangatta. This suggests that compensation contributes to improved performance indirectly by enhancing employee motivation.
7. The work environment has a beneficial but small impact on employee performance through work motivation at PT Transcoal Pacific Sangatta. This implies that a less supportive work environment may lower employee motivation, which in turn can reduce performance levels.

For recommendation is PT. Transcoal Pacific Sangatta is expected to improve compensation and work environment together. The relationship between leaders and employees must be well established supported by the provision of compensation and good work motivation to employees is expected to improve employee performance.

## ADVANCED RESEARCH

If you do research relevant to the subject above, you are expected to include additional variables or moderating/mediating variables. In this study, the author only examined the impact of salary and work environment on performance, with motivation as an intervening element. Theoretically, there are still many other factors that can affect employee performance. So it is necessary to conduct further research on the factors that affect employee performance that are not studied by the author.

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