



Influence of Compensation and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable

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Abstract

This study aims to determine the effect of compensation and work motivation on employee performance with job satisfaction as an intervening variable on PT. Mitra Pengusaha Indonesia. This study uses a quantitative research method. The population used in the study were employees of PT. Mitra Pengusaha Indonesia in 2024 and the sample used was 100 employees with a simple random sampling technique. The sampling technique used probability techniques. Data analysis using SmartPLS. The results of this study indicate that there is a negative and significant effect between Compensation (X1) on Job Satisfaction (Z). Work Motivation (X2) has a positive and significant effect on Job Satisfaction (Z). The results of this study highlight the importance of motivation in employees of PT. Mitra Pengusaha Indonesia. So thus motivation plays a very important role in employee performance, on the other hand compensation does not affect performance. Compensation requires a more strategic approach in order to have a significant impact. Companies can provide compensation to employees transparently and adjusted to the workload borne by so that it becomes effective as part of a strategy to increase employee job satisfaction at PT. Mitra Pengusaha Indonesia.

Keywords: Compensation, Work Motivation, Employee Performance, Job Satisfaction

Introduction

Employees are very important for the company, starting with recruiting the best employees in their fields and then providing the facilities and resources needed, including far-reaching and reasonable training, with the aim that representatives can continue to improve their skills and become the best workforce in their respective fields. Representatives with high job fulfillment certainly have high work inspiration, so that the implementation of their work will also be ideal. Then again, representatives with low job fulfillment cause the implementation of powerless work (Nurrohmat, 2021).

In every country, an organization must have different goals. There are many ways that organizations take to improve the quality of the organization, improving the quality of the organization is supported by expert and quality human resources. The goals of the organization will be achieved if the organization's human resources function optimally, without competent and quality human resources, the organization will not be able to achieve the goals that have been set (Febriani et al., 2023). Given the importance of demands for improving employee performance in the company, appropriate efforts and strategies are needed to optimize the resources in the company (Cahyaningrum, 2019).

Mitra Group is a group of outsourcing companies founded and run by personnel who are competent in the field of Manpower & Industrial Relations and have been certified by the National Professional Certification Agency (BNSP). Mitra Group consists of PT. Mitra Pengusaha Indonesia, PT. Mitra Care Indonesia and PT. Mitra Prima Sarana Sejahtera, which are engaged in the field of Outsourcing with a system of providing labor services (Labor Supply) or conducting contracting for the implementation of work by quantity in multi sectors. Mitra group is a trusted partner of the company in increasing the efficiency, effectiveness and productivity of the workforce. In addition to the field of Outsourcing, Mitra group also has a division for making employee uniforms, namely CV. Mitra Usaha Sejahtera Bersama Mitra Usaha Sejahtera Bersama is a convection business located in Puntan Village, Ngijo, Gunung Pati Semarang, and was established on November 20, 2013.

Literature Review

Compensation has a positive influence on employee job satisfaction. This means that employees will get high job satisfaction if they get appropriate compensation. The purpose of compensation management is to help organizations or companies achieve what has been set by the organization or company and ensure internal and external justice (Kartika et al., 2022). Job satisfaction is very important for building Human Resources to face the era of globalization which is full of challenges. Job dissatisfaction arises when a person's expectations are not met. The unfulfilled rights of employees are related to untimely compensation and the rights of employees that are neglected by the company (Hermingsih, 2020). Job satisfaction is defined as an emotional attitude of liking one's job. Job satisfaction is important for companies to fulfill so that employee desires can be realized and company goals are achieved. Instruments for increasing job satisfaction include salary, compensation, promotion, supervision, colleagues and work situations that employees really want. Efforts made by a company in providing job satisfaction by providing salary and job promotion (Harini & Damayanti, 2018)

The right motivation given by the company to its employees will encourage employees to enjoy their work, so that they can make employees feel satisfied with the work they do. Employees basically tend to enjoy their work if they are intrinsically motivated (Yuliantini, 2020). Fulfillment of needs, fulfillment of relationships and fulfillment of growth will motivate employees to work, so that employee job satisfaction can be achieved. Employee job satisfaction can be seen in terms of work quality, work quantity and punctuality in carrying out all work given or assigned by the company (Ridho, 2019). The basic process of motivation

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begins with a need. If employees have a strong desire to continue to excel, have harmonious relationships with other employees and have a strong desire to get a job promotion from their superiors, then the work motivation of employees is very good and greatly influences the job satisfaction that grows from within employees when working at the company (Saputra, 2020).

Better compensation will create employee satisfaction and will motivate employees to work better and compensation functions as a motivational factor in improving employee performance and work productivity (Nugraha, 2017). Success in determining appropriate compensation will determine the quality of human resources at work and is directly related to employee performance, which will be directly related to the effectiveness of employee goals and the efficiency of the organization's budget, and will determine how the organization survives in an increasingly competitive business environment (Dwianto, 2019). An employee who has high and good performance can support the achievement of the goals and objectives set by an organization. Employee performance can be improved by providing compensation so that employees have high performance in carrying out their work. With the compensation provided by the company, it is hoped that employee performance and work will increase (Sugiarti, 2020).

To get optimal performance from its employees, companies do various things that can encourage employee motivation such as: providing salaries and benefits that are in accordance with the work, health insurance, tourism activities to further familiarize interpersonal relationships and employee cooperation (Yanuari, 2019). Motivation is the result of a person's interaction with a particular situation they face. Intrinsic and extrinsic motivation can spur research performance or productivity. Extrinsic motivation has a more dominant influence than intrinsic motivation (Anjani, 2019). Good motivation will have a significant impact on growth and development for a company. many factors drive increased work performance and employee performance. Employee performance is influenced by many factors, factors from within themselves and from outside. Factors from within themselves are knowledge, skills, and competencies possessed, work motivation, personality, attitudes, and behaviors that have an influence on performance (Adinda et al., 2023).

The level of employee job satisfaction is very important because employees in all organizations are the most important factor in determining the success or failure of the organization's goals. Job satisfaction related to employees must be increased as much as possible so that work morale, dedication, love and discipline are high, and employee performance increases (Prasetyo, 2019). Job satisfaction is a general attitude towards one's job, which shows the difference between the amount of rewards workers receive and the amount they believe they should receive. Based on the previous theory, job satisfaction has a significant effect on employee performance, the more satisfied the employee feels with the job, the better the employee's performance (Sutrisno et al., 2022). Job satisfaction is one of the factors that can affect employee performance, if employees have a very good sense of satisfaction, the performance produced will also be good so that employee job satisfaction is very important to obtain good performance to achieve company goals. If job satisfaction increases, employee performance will increase and vice versa if job satisfaction decreases, employee performance will decrease (Annisa et al., 2021)

If the compensation system provided by the organization is fair enough, employees can work more productively and increase their responsibility in carrying out the tasks given by the organization. Compensation is an important and strategic policy in an organization because it is directly related to increasing employee job satisfaction and performance in an organization. Compensation is very important for employees, because the amount of compensation is a measure of employee performance (Handoko et al., 2021). Performance is about doing work and the results achieved from that work. Low overall performance is caused by the low level of employee job satisfaction, both employees in the sales department and employees who work. Meanwhile, the low level of employee job satisfaction is also influenced by the compensation factor applied by the company's leadership (Hidayat et al., 2019). Job satisfaction problems that arise in employees can be caused by themselves or the company. One example is the compensation factor. The compensation factor occurs due to a mismatch between the efforts made by employees and the facilities or rewards obtained from the company. Fulfillment of employee rights can trigger increased performance, which can increase profits for the company (Dinata, 2022).

If the compensation system provided by the organization is fair enough, employees can work more productively and increase their responsibility in carrying out the tasks given by the organization. Compensation is an important and strategic policy in an organization because it is directly related to increasing employee job satisfaction and performance in an organization. Compensation is very important for employees, because the amount of compensation is a measure of employee performance (Handoko et al., 2021). Performance is about doing work and the results achieved from that work. Low overall performance is caused by the low level of employee job satisfaction, both employees in the sales department and employees who work. Meanwhile, the low level of employee job satisfaction is also influenced by the compensation factor applied by the company's leadership (Hidayat et al., 2019). Job satisfaction problems that arise in employees can be caused by themselves or the company. One example is the compensation factor. The compensation factor occurs due to a mismatch between the efforts made by employees and the facilities or rewards obtained from the company. Fulfillment of employee rights can trigger increased performance, which can increase profits for the company (Dinata, 2022).

Motivation is a form of desire to make an effort as a willingness to put in a high level of effort for work goals. High motivation will affect the level of employee performance, the work results achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and sincerity and time. Good performance must be supported by employee satisfaction where satisfaction is about the comparison of what employees actually receive from their work compared to what is expected (Pratama, 2020). Motivation is important because it is something that causes, channels and supports human behavior, so that they are willing to work hard and enthusiastically to achieve optimal things. High motivation affects how employees work, this can increase or decrease the level of employee performance. This employee performance must go beyond satisfaction with the job. high job satisfaction is desired by the company because it can be associated with the positive results they expect, conversely if satisfaction is low it can cause absenteeism, laziness to work, many complaints, low work performance, low quality of work (Ardiaz et al., 2017).

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Research Method

This study uses independent variables, namely Compensation (X1) and Work Motivation (X2), dependent variables, namely Employee Performance (Y) and intervening variables, namely Job Satisfaction (Z). This study uses a quantitative research method. The population used in the study were employees of PT. Mitra Pengusaha Indonesia in 2024 and the sample used was 100 employees with a simple random sampling technique. The sampling technique uses the probability sampling technique. Probability Sampling is a technique in taking samples by providing equal opportunities for the entire population to be selected as a sample. Meanwhile, the method in this study, namely simple random sampling, is a method of taking a sample that is carried out randomly without first looking at the characteristics of each element in the population. Data analysis using SmartPLS. The sample used for this study is part of the elements in the population, namely employees of PT Mitra Pengusaha Indonesia. By distributing questionnaires to respondents who meet the research requirements with respondents being employees of PT Mitra Pengusaha Indonesia.

Result

1. Measurement Model

The measurement model in the SEM PLS model is used to test the indicators used to have good validity. Validity is assessed using convergent and discriminant validity. If the results are inconsistent with the previously determined measurement model, the measurement model must be re-specified and re-analyzed.

1.1.1 Convergent Validity Testing

The convergent validity test was conducted using SmartPLS Version 3.0 and evaluated based on the loading factor value or AVE (Average Variance Extract) value of each indicator. An indicator can be considered to meet convergent validity and have a high level of validity when the outer loadings value is > 0.70 . Construct validity is also evaluated through the AVE value > 0.50 which is declared valid.

1.1.2 Discriminant Validity Testing

The discriminant validity test was conducted using SmartPLS Version 3.0 and evaluated based on the Fornell-Larcker criterion value by comparing the AVE root (diagonal value) $>$ the correlation value between constructs. Second, by looking at the cross loadings value of the construct indicator which is considered adequate if it reaches at least 0.7 or looking at the cross loadings value of each indicator on its construct and comparing it with the indicator loading on other constructs. The indicator must have a higher loading on the construct in question compared to other constructs to meet the discriminant validity criteria.

1.1.3 Reliability Test

Reliability test measures the extent to which measurements are consistent and reliable, producing uniform data in the same measurement. To test reliability, it can be seen from the

Cronbach's alpha value, Composite reliability (rho_a) and Composite reliability (rho_c) all values must be > 0.70 to be considered consistent or reliable (Ghozali and Kusumadewi, 2023).

Table 1 Reliable Test

Variable	Cronbach's Alpha	Composite Reliability	AVE	Information
Job Satisfaction	0,962	0,972	0,898	Reliable
Employee Performance	0,971	0,977	0,896	Reliable
Compensation	0,930	0,947	0,782	Reliable
Work Motivation	0,956	0,962	0,740	Reliable

Source; Processed primary data (2025)

Based on table 1, it shows that all indicators have a Cronbach's alpha value, and Composite reliability (rho_c) > 0.70 so that they have consistent criteria. This illustrates the level of consistency or credibility of the research instrument in measuring the construct very well.

2. Inferential Statistical Analysis

The data that has been collected from respondents' answers to the research questionnaire was then analyzed by Partial Least Squares (PLS) which is a Structural Equation Modeling (SEM) model with SmartPLS software version 3.0. The following inner model is shown in the following image:

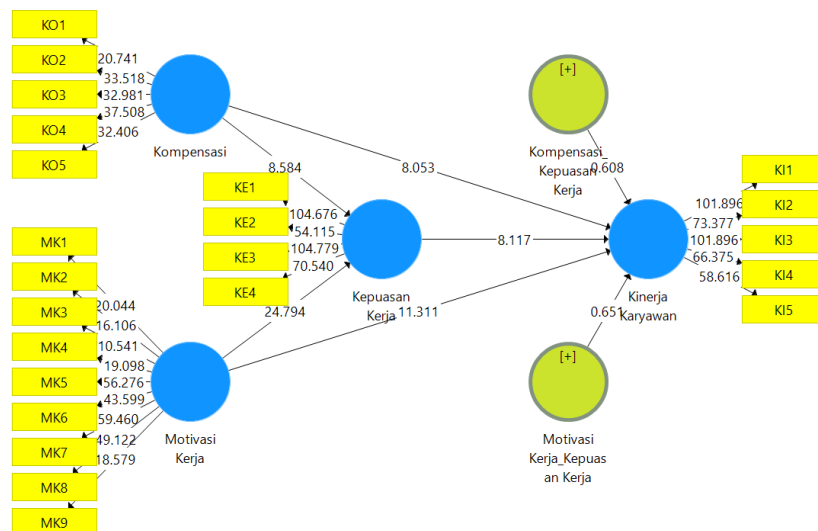


Figure 1. Inner Model

2.1 Coefficient of Determination (R2)

The coefficient of determination (R2) shows how much variation of the dependent variable can be explained by all independent variables. In general, to describe the strength of the model based on the R2 (R-square) value of 0.75 is considered strong, 0.50 is considered moderate, and 0.25 is considered weak. Therefore, the higher the R2 (R-square) value, the

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better the model prediction and the better the proposed research model. The following are the results of the R² (R-square) values obtained in this study:

Table 2 Coefficient of Determination

Latent Variables	R Square	R Square Adjusted	Information
Job Satisfaction	0,910	0,908	Strong
Employee Performance	0,658	0,639	Currently

Source; Processed primary data (2025)

The Coefficient of Determination test in this study shows that the Employee Performance variable is influenced by Competence and Work Motivation. Based on Table 4.10, the R-square value for the Employee Performance variable is 0.658, with an Adjusted R Square of 0.639, which is in the moderate category. This indicates that 63.9% of the variability in Employee Performance can be explained by Competence and Work Motivation, while the remaining 36.1% is influenced by other variables outside this research model. Meanwhile, the Job Satisfaction variable has an R-square value of 0.910, with an Adjusted R Square of 0.908, which is in the strong category. This means that 90.8% of the variability in Job Satisfaction can be explained by Competence and Work Motivation, while the remaining 9.2% is influenced by other variables not included in this research model.

2.2 Goodness of Fit (GoF)

Goodness of Fit (GoF) testing is a test to show the level of feasibility and accuracy of a model as a whole which functions to validate the combined performance between the measurement model (outer model) and the structural model (inner model) whose values range between 0-1. The GoF value is obtained from the calculation of the root mean of the AVE value multiplied by the root mean of the R-Square (R²) value. The last is to find the Goodness of Fit (GoF) value. The GoF value in PLS must be found manually with the following formula. $\sqrt{\text{GoF}} = \sqrt{(\text{AVE} \times \text{R}^2)}$. According to Tenenhaus (2004) in Hussein (2015), the GoF small value = 0.1, GoF medium = 0.25 and GoF big = 0.38.

Table 3 Goodness of Fit Test

Variable	Value (AVE)	R Square
Job Satisfaction	0,898	0,910
Employee Performance	0,896	0,658
Compensation	0,782	
Work Motivation	0,740	
Mean Value	0,829	0,784
Mean Value AVE*R Square	0,650	

Source; Processed primary data (2025)

Goodness of Fit Value = $\sqrt{0.650}$

GoF Value = 0.806

Based on table 3, the calculation result of GoF value is 0.806 so it is included in the criteria of large GoF value. This illustrates the level of feasibility and accuracy of the model in this study has a high ability to explain empirical data.

2.3 Impact Value F^2 (Effect Size)

The F^2 effect size is useful for understanding the impact of the dependent variable on the independent variable, each variable is connected with a different effect size. It is sufficient if the f^2 (f-square) value > 0 , and if $f^2 < 0$ indicates that the variable has an insufficient effect size. The f^2 values of 0.02, 0.15, and 0.35 indicate that the latent variable predictor when interpreted has a small, medium and large effect at the structural level (Ghozali & Latan., 2015). The following are the results of the F-square values obtained in this study:

Table 4 Effect Size

Variable	Job Satisfaction	Information	Employee Performance	Information
Compensation	0,263	Strong	0,039	Currently
Work Motivation	4,773	Strong	0,148	Currently

Source; Processed primary data (2025)

Based on Table 4, the results of the f^2 (effect size) test show the magnitude of the influence of each independent variable on the dependent variable in this research model. The f-square value of the Compensation variable on Job Satisfaction is 0.263, which indicates that Compensation has a large influence in explaining the variability of Job Satisfaction. Meanwhile, the f-square value of Compensation on Employee Performance is 0.039, which is included in the moderate category, indicating that the influence of Compensation on Employee Performance is not as great as its influence on Job Satisfaction.

The f-square value of the Work Motivation variable on Job Satisfaction is 4.773, which is in the large category, indicating that Work Motivation has a very strong influence in explaining Job Satisfaction. While the f-square value of Work Motivation on Employee Performance is 0.148, which is in the medium category, indicating that Work Motivation contributes to Employee Performance, although not as large as its influence on Job Satisfaction. Thus, Work Motivation has a more dominant influence on Job Satisfaction than Compensation, while for Employee Performance, both Compensation and Work Motivation only have a moderate influence in this research model.

2.4 Q-Square Predictive Relevance (Q^2)

Q-Square predictive relevance (Q^2) is a test conducted to show how good the value produced as a validation of the model's predictive ability. This value describes the measure of prediction accuracy using the blindfolding procedure by looking at the Q-square (Q^2) value. A Q^2 value greater than 0 or close to 1 means that the prediction model has relevant predictions (Ghozali & Latan, 2015). A Q^2 value > 0 indicates that the model has predictive relevance, conversely if the Q^2 value ≤ 0 indicates that the model has less predictive relevance.

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Table 5 Q-Square Predictive Relevance (Q^2) Test

Variable	SSO	$Q^2 (=1-SSE/SSO)$
Job Satisfaction	400,000	0,810
Employee Performance	500,000	0,572

Source; Processed primary data (2025)

Based on the table above, the Q-Square (Q^2) value for the Job Satisfaction variable is 0.810 and the Employee Performance variable is 0.572. Both Q-Square (Q^2) values are more than 0, which indicates that the model in this study has good predictive relevance. This shows that the independent variables in this study are able to estimate or predict the variability of Job Satisfaction and Employee Performance quite well, so that the research model can be used to explain the relationship between variables with a strong level of prediction.

2.5 Normal Fit Index (NFI)

The normal fit index (NFI) is a comparison between the chi-square value applied to the null model with the chi-square value for the null model itself. By looking at the NFI value which ranges between 0 and 1, a model is considered good and optimal if the NFI value reaches one. The closer to one, the better the model's suitability.

Table 6 Normal Fit Index (NFI) Test

	Saturated Model	Estimated Model
Chi-Square	11720,738	11916,503
NFI	0,192	0,178

Source; Processed primary data (2025)

Based on Table 6, the results of the Normal Fit Index (NFI) test show that the NFI value of the Saturated Model is 0.192 and the NFI of the Estimation Model is 0.178. Both of these values are far below 0.90, which indicates that the model in this study has a low fit. This shows that the model used is less able to represent the data well, so it is necessary to improve or modify the model to make it more in accordance with the research data.

3. Hypothesis Testing

3.1 Direct Effect Hypothesis Testing

The direct effect hypothesis testing is evaluated by looking at the original sample value and the t-statistic for the direct effect. The test is performed using the bootstrapping procedure on SmartPLS 3.0. Significance is considered achieved if the t-statistic value is > 1.786 and the p-value is < 0.05 .

Table 7 Direct Effect Hypothesis Test

Variable	Original Sample (O)	Standard Deviation	T Statistics (O/STDEV)	P Values	Information
Job Satisfaction -> Employee Performance	-2,410	0,297	8,117	0,000	Accepted
Compensation -> Job Satisfaction	-0,502	0,058	8,584	0,000	Accepted
Compensation -> Employee Performance	-1,440	0,179	8,053	0,000	Accepted
Work Motivation -> Job Satisfaction	1,385	0,056	24,794	0,000	Accepted
Work Motivation -> Employee Performance	4,341	0,384	11,311	0,000	Accepted

Source; Processed primary data (2025)

Based on the table, the values produced in the direct influence test can be described as follows:

1. Hypothesis 1: The Effect of Compensation on Job Satisfaction has a coefficient value (original sample) of -0.502 (negative value), a t-statistic value of 8.584 (> 1.661), and a p-value of 0.000 (< 0.05). This shows that Compensation has a negative and significant effect on Job Satisfaction, so the first hypothesis (H1) is accepted.
2. Hypothesis 2: The Effect of Work Motivation on Job Satisfaction has a coefficient value (original sample) of 1.385 (positive value), a t-statistic value of 24.794 (> 1.661), and a p-value of 0.000 (< 0.05). This shows that Work Motivation has a positive and significant effect on Job Satisfaction, so the second hypothesis (H2) is accepted.
3. Hypothesis 3: The Effect of Compensation on Employee Performance has a coefficient value (original sample) of -1.440 (negative value), a t-statistic value of 8.053 (> 1.661), and a p-value of 0.000 (< 0.05). This shows that Compensation has a negative and significant effect on Employee Performance, so the third hypothesis (H3) is accepted.
4. Hypothesis 4: The Effect of Work Motivation on Employee Performance has a coefficient value (original sample) of 4.341 (positive value), a t-statistic value of 11.311 (> 1.661), and a p-value of 0.000 (< 0.05). This shows that Work Motivation has a positive and significant effect on Employee Performance, so the fourth hypothesis (H4) is accepted.
5. Hypothesis 5: The Effect of Job Satisfaction on Employee Performance has a coefficient value (original sample) of -2.410 (negative), a t-statistic value of 8.117 (> 1.661), and a p-value of 0.000 (< 0.05). This shows that Job Satisfaction has a negative and significant effect on Employee Performance, so the fifth hypothesis (H5) is accepted.

3.2 Indirect Effect Hypothesis Test

Next, an indirect influence test is conducted to measure whether the position of the intervening variable is correct or not. The results of the indirect influence test are shown in table 8 below;

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Table 8 Indirect Effect Hypothesis Test

Variable	Original Sample (O)	Standard Deviation	T Statistics (O/STDEV)	P Values	Information
Compensation Job Satisfaction -> Employee Performance	-0,053	0,088	0,608	0,543	Rejected
Job Motivation Job Satisfaction -> Employee Performance	-0,056	0,087	0,651	0,516	Rejected

Source; Processed primary data (2025)

Based on the table, it shows the values produced in the direct influence test which can be described as follows:

1. Hypothesis 6: The Effect of Compensation on Employee Performance through Job Satisfaction has a coefficient value (original sample) of -0.053 (negative value), a t-statistic value of 0.608 (<1.661), and a p-value of 0.543 (>0.05). This shows that Job Satisfaction cannot be a significant mediator in the relationship between Compensation and Employee Performance. Thus, hypothesis six (H7) is rejected.
2. Hypothesis 7: The Effect of Work Motivation on Employee Performance through Job Satisfaction has a coefficient value (original sample) of -0.056 (negative value), a t-statistic value of 0.651 (<1.661), and a p-value of 0.516 (>0.05). This shows that Job Satisfaction cannot be a significant mediator in the relationship between Work Motivation and Employee Performance. Therefore, hypothesis seven (H7) is rejected.

From the results of the analysis, it can be concluded that Work Motivation has a positive and significant effect on Job Satisfaction and Employee Performance, while Compensation and Job Satisfaction have a negative and significant effect on other variables.

Discussion

Compensation has a negative and significant effect on Job Satisfaction, employees of PT. Mitra Pengusaha Indonesia. Salary, wages, incentives, allowances, and facilities have a strong influence and have a negative impact on employee job satisfaction. The results of the study show that compensation has a negative and significant effect on employee job satisfaction at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the compensation given, the lower the employee job satisfaction. This can occur due to several factors, such as a mismatch between employee expectations of the compensation received and the workload they must bear. Compensation has a positive effect on employee job satisfaction. This means that employees will get high job satisfaction if they get appropriate compensation. The purpose of compensation management is to help organizations or companies achieve what has been set by the organization or company and to ensure justice both internally and externally (Kartika et al., 2022). Job satisfaction is very important for building Human Resources to face the era of globalization which is full of challenges. Job dissatisfaction arises when a person's expectations

are not met. The failure to fulfill employee rights is related to untimely compensation and the neglect of employee rights by the company (Hermingsih, 2020).

Work Motivation has a positive and significant effect on Employee Job Satisfaction at PT. Mitra Pengusaha Indonesia. Salary, bonus, work safety and security facilities, being accepted in a group, the need for a sense of belonging, the need for achievement and ability affect employee job satisfaction. The results of the study indicate that work motivation has a positive and significant effect on employee job satisfaction at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the work motivation of employees, the higher their job satisfaction level. Good work motivation can arise from various factors, such as fair rewards, career development opportunities, and a supportive work environment. The right motivation given by the company to its employees will encourage employees to enjoy their work, so that they can make employees feel satisfied with the work they do. Employees basically tend to enjoy their work if they are intrinsically motivated (Yuliantini, 2020). Fulfillment of needs, fulfillment of relationships and fulfillment of growth will motivate employees to work, so that employee job satisfaction can be achieved. Employee job satisfaction can be seen in terms of work quality, work quantity and timeliness in carrying out all work given or assigned by the company (Ridho, 2019).

Compensation has a negative and significant effect on Employee Performance at PT. Mitra Pengusaha Indonesia. Salary, wages, incentives, allowances, and facilities have a strong influence and have a negative impact on employee performance. The results of the study indicate that compensation has a negative and significant effect on employee performance at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the compensation given, the lower the employee performance. This may occur because of the perception that large compensation is sufficient to meet their needs, so that the motivation to work harder decreases. In addition, if compensation is given without considering a performance-based reward system, employees tend to be less motivated to increase their productivity. Better compensation will create employee satisfaction and will motivate employees to work better and compensation functions as a motivational factor in improving employee performance and work productivity (Nugraha, 2017). Success in determining appropriate compensation will determine the quality of human resources at work and is directly related to employee performance, which will directly relate to the effectiveness of employee goals and the efficiency of the organization's budget, and will determine how the organization survives in an increasingly competitive business environment (Dwianto, 2019).

Work Motivation has a positive and significant effect on Employee Performance at PT. Mitra Pengusaha Indonesia. Salary provision, bonuses, work safety and security facilities, the need for a sense of belonging, recognition of achievement and ability affect employee performance. The results of the study indicate that work motivation has a positive and significant effect on employee performance at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the level of work motivation possessed by employees, the better their performance will be. High motivation encourages employees to work harder, be disciplined, and be oriented towards achieving optimal results. Factors such as a conducive work environment, opportunities for self-development, and appreciation for work achievements also

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play a role in increasing employee motivation. To get optimal performance from its employees, the company does various things that can encourage employee motivation such as: providing salaries and benefits that are in accordance with the work, health insurance, tourism activities to further familiarize interpersonal relationships and employee cooperation (Yanuari, 2019). Motivation is the result of a person's interaction with a particular situation they face. Intrinsic and extrinsic motivation can spur research performance or productivity. Extrinsic motivation has a more dominant influence compared to intrinsic motivation (Anjani, 2019).

Job Satisfaction has a negative and significant effect on Employee Performance at PT. Mitra Pengusaha Indonesia. Jobs, wages, supervisors, and coworkers have a strong influence and have a negative impact on employee performance. The results of the study indicate that job satisfaction has a negative and significant effect on employee performance at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the level of job satisfaction, the lower employee performance. This condition can be caused by several factors, such as excessive comfort that makes employees less motivated to increase productivity, or a sense of satisfaction that is not balanced with higher work demands. The level of employee job satisfaction is very important because employees in all organizations are the most important factor in determining the success or failure of the organization's goals. Job satisfaction related to employees must be increased as much as possible so that work morale, dedication, love and discipline are high, and employee performance increases (Prasetyo, 2019). Job satisfaction is a general attitude towards one's job, which shows the difference between the amount of rewards received by workers and the amount they believe they should receive. Based on the previous theory, job satisfaction has a significant effect on employee performance, the more satisfied the employee feels with the job, the better the employee's performance (Sutrisno et al., 2022).

Job Satisfaction cannot be a significant mediator in the relationship between Compensation and Employee Performance of PT. Mitra Pengusaha Indonesia. The results of the study indicate that job satisfaction cannot be a significant mediator in the relationship between compensation and employee performance of PT. Mitra Pengusaha Indonesia. This finding indicates that although compensation has an influence on job satisfaction, it does not directly improve employee performance through job satisfaction. It is likely that employees view compensation more as a direct factor that influences their performance, without going through the aspect of job satisfaction. If the compensation system provided by the organization is fair enough, employees can work more productively and increase their responsibility in carrying out the tasks given by the organization. Compensation is an important and strategic policy in an organization because it is directly related to increasing job satisfaction and employee performance in an organization. Providing compensation is very important for employees, because the amount of compensation is a measure of employee performance (Handoko et al., 2021).

Job Satisfaction Cannot Be a Significant Mediator in the Relationship Between Work Motivation and Employee Performance of PT. Mitra Pengusaha Indonesia. The results of the study indicate that job satisfaction cannot be a significant mediator in the relationship between work motivation and employee performance of PT. Mitra Pengusaha Indonesia. This finding indicates that although work motivation has an effect on job satisfaction, its impact is not strong

enough to improve employee performance through job satisfaction. This means that employees who have high work motivation tend to immediately improve their performance without having to rely on the level of job satisfaction they feel. Motivation is a form of desire to make an effort as a willingness to put in a high level of effort for work goals. High motivation will affect the level of employee performance, the work results achieved by a person in carrying out the tasks assigned to him which are based on skills, experience and sincerity and time. Good performance must be supported by employee satisfaction where satisfaction is about the comparison of what employees actually receive from their work compared to what is expected (Pratama, 2020).

Conclusion

Compensation has a negative and significant effect on Job Satisfaction, employees of PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the compensation given, the employee's job satisfaction actually decreases. This can occur due to several factors, such as the mismatch between employee expectations of the compensation received and the workload they must bear.

Work Motivation has a positive and significant effect on Job Satisfaction of employees of PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the work motivation of employees, the higher their level of job satisfaction. Good work motivation can arise from various factors, such as fair rewards, career development opportunities, and a supportive work environment.

Compensation has a negative and significant effect on Employee Performance of PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the compensation given, the lower the employee's performance. This may occur because of the perception that large compensation is sufficient to meet their needs, so that the motivation to work harder decreases.

Work Motivation has a positive and significant effect on Employee Performance at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the level of work motivation possessed by employees, the better their performance will be. High motivation encourages employees to work harder, be disciplined, and be oriented towards achieving optimal results, such as a conducive work environment, opportunities for self-development, and appreciation for work achievements also play a role in increasing employee motivation.

Job Satisfaction has a negative and significant effect on Employee Performance at PT. Mitra Pengusaha Indonesia. This finding indicates that the higher the level of job satisfaction, the employee performance will actually decrease. This condition can be caused by several factors, such as excessive comfort that makes employees less motivated to increase productivity, or a sense of satisfaction that is not balanced with higher work demands.

Job Satisfaction cannot be a significant mediator in the relationship between Compensation and Employee Performance of PT. Mitra Pengusaha Indonesia. This finding indicates that although compensation has an influence on job satisfaction, it does not directly improve employee performance through job satisfaction. It is likely that employees view

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compensation more as a direct factor that affects their performance, without going through the aspect of job satisfaction.

Job Satisfaction cannot be a significant mediator in the relationship between Work Motivation and Employee Performance of PT. Mitra Pengusaha Indonesia. This finding indicates that although work motivation has an influence on job satisfaction, its impact is not strong enough to improve employee performance through job satisfaction. Employees who have high work motivation tend to directly improve their performance without having to rely on the level of job satisfaction they feel. Employees who have high work motivation tend to directly improve their performance without having to rely on the level of job satisfaction they feel.

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