

**THE INFLUENCE OF MOTIVATION AND COMPENSATION ON THE
PERFORMANCE OF CLEANING WORKER WITH JOB SATISFACTION AS A
MEDIATION VARIABLE
(CASE STUDY IN PIDIE DISTRICT ENVIRONMENTAL SERVICE)**

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ABSTRACT

This study aims to examine the motivation and compensation influence on the performance of cleaning workers with job satisfaction as a mediating variable. The population is all cleaning workers at the Pidie District Environmental Service (DLH Pidie), totaling 211 people. Determination of the sample is done using a census where the entire population becomes the research respondent. Data was collected by distributing questionnaires to respondents. The model was tested using SEM-AMOS and the Sobel test. The results of research at DLH Pidie cleaning workers prove that motivation, compensation, satisfaction, and employee performance are going well. In direct influences, it can also be seen that satisfaction is significantly influenced by motivation and compensation, and the performance of DLH Pidie cleaning workers is also significantly influenced by motivation, compensation, and satisfaction. In indirect influences, satisfaction partially mediated the motivation and compensation influence on cleaning workers' performance. This result can certainly be interpreted that the performance model of DLH Pidie cleaning workers is a function of increasing the motivation, compensation, and satisfaction of these cleaning workers.

Keywords: Motivation, Compensation, Job Satisfaction, Worker Performance.

1. INTRODUCTION

Good or bad performance of an organization can not be separated from the role of human resources in it. In government organizations, all employees are required to have excellent performance in carrying out their duties as servants of the State. Employee performance will be evaluated every 6 months. Apart from that, each supervisor of the employee will also assess the daily performance of the employee in realizing the vision and mission of an agency, including the Pidie District Environmental Service (DLH Pidie). In carrying out its duties and functions, DLH Pidie still faces several service problems in the environmental sector. The results of the problem identification are shown below.

Table 1. Strategic aspects of DLH Pidie

Study Aspects	Present condition	Factor affecting		OPD Service Problems
		Internal (OPD Authority)	External (Outside the Authority of OPD)	
1	2	4	5	6
OPD Service Overview	Application for recommendations on the feasibility of environmental documents	- Examination of documents and review of laws and regulations	The completeness of the document	Incomplete business and/or activity data in Pidie District
	Water pollution prevention services	- Laboratory water testing equipment is incomplete - Calibration of equipment must be done periodically - Limited Human Resources Laboratory	Incoming information/complaints	Not yet optimal implementation of monitoring compliance with environmental permits
	Follow-up services for public complaints due to allegations of environmental pollution and/or damage	There is no PPLH and PPNS	Lack of public knowledge about complaint procedures	Not yet optimal implementation of monitoring activities
	Garbage Service	Lack of waste management facilities and infrastructure	Lack of public awareness in waste management	The lack of solid waste service performance
	Green Open Space Management	Minimum proportion of Urban Public Open Space	Lack of budget for land acquisition, arrangement, and maintenance of green open space	Lack of apparatus resources in land acquisition planning

Source: DLH Pidie, (2021)

The results of the identification above, show that overall the performance of employees in the Pidie Regency DLH environment is still inadequate. Many factors have caused the performance of DLH employees in Pidie Regency to not be optimal, one of which is job satisfaction. Satisfaction with good employees is obtained by giving appropriate salaries, jobs are given according to their expertise, and relationships with superiors are well established, this will improve the performance of their employees. (Luthans, 2013) ; (Nurchayani & Adnyani, 2016).

Another factor that influences employee performance is motivation. Motivation is very important for all employees to have in carrying out their duties. As interpreted motivation is an encouragement that arises from within a person to continue to make maximum efforts to achieve a desired result. If motivation is implemented in carrying out the daily tasks of all employees, of course, it will be able to provide positive value both for the employees themselves and even for the organization where the employees work. The next factor that influences employee performance is compensation. The amount of compensation is usually a reflection or measure of the value of the employee's work itself.

2.LITERATURE

Employee Performance

According to (Robbins & Judge, 2017) performance is defined as a function of the interaction between ability and motivation so that performance = f (A x M). If something is inadequate, that performance will be negatively affected. (L. R. Mathis & Jackson, 2019) and (Snell, Bohlander, & Bohlander, 2010) argue that employee performance is the result of a combination of abilities, motivation, and work environment as well as the technology of employees who have to work, where performance can be interpreted as "output obtained from the amount input. (L. R. Mathis & Jackson, 2019) defines performance as a measurement of the quantity and quality of work completed, taking into account the cost of the resources used. (Greenberg & Baron, 2018) described that performance is a comparison between the totality of expenses divided by the totality of income in a certain period. (Daft, 2014) emphasized that improving employee performance means getting workers to produce more output in the same period. Performance contains two main concepts, namely efficiency, and effectiveness.

Job Satisfaction

Job satisfaction in this article will often be referred to as "satisfaction". (Parvin & Kabir, 2011) explain satisfaction is a general attitude towards one's work as the difference between the rewards received by employees and the amount of rewards believed to be received, including work, salary, promotion opportunities, supervision, and co-workers. (Robbins & Judge, 2017) , (Huang & Liu, 2010) and (Bakotić & Babić, 2013) reveal satisfaction is a sense of comfort and positive experience that an employee has related to his work. Satisfaction can affect work behavior, and through it, organizational performance (Pitaloka & Sofia, 2015). (L. R. Mathis & Jackson, 2019) define satisfaction as a positive emotional state that is the result of evaluating one's work experience. Meanwhile (Bogar, 2011) states that with satisfaction, an employee feels his work is pleasant or unpleasant to do. From several definitions of satisfaction, it can be concluded that according to the author, satisfaction is a measure of the feelings that arise from within the workers after comparing the results of the work achieved.

Motivation

Motivational drive consists of two components, namely the behavior direction (work to achieve goals), and the behavior strength (how strong the individual's effort is at work), (Mahdani, Hafasnuddin, & Adam, 2017). Motivation is the general desire or willingness to do something (Akhtar, Syed, & Mir, 2014). The level of desire to get a reputation determines how much effort and persistence is put into achieving individual goals (Ringelhan, Wollersheim, Welp, Fiedler, & Spörrle, 2013). Motivation can also be interpreted as an encouragement that is intended as a natural urge to satisfy and achieve sustainable achievements (Marlina, Majid, & Madjid, 2018). A process that describes the intensity, direction, and persistence of efforts to achieve goals in an organization (Casey & Robbins, 2012). This can be seen in the voluntary efforts made by employees to achieve organizational goals (Robbins & Judge, 2017) Employee motivation plays an important role in the operation and success of the organization (Greenberg & Baron, 2018), (Safiullah, 2014).

Compensation

According to (Suparyadi & Christian, 2015) compensation is the overall reward received by employees as a reward for contributions to the organization, both financial and non-financial. (Mabaso & Dlamini, 2017) state compensation is the payment given by an employer to his employees for services rendered (e.g. time, effort, and skill). This includes fixed and variable salaries linked to levels of performance. Employees can be attracted, motivated, satisfied, and retained through good and varied monetary rewards (Chinyio, Suresh, & Salisu, 2018). Next (Absar, Azim, Balasundaram, & Akhter, 2010) state Compensation is important for employers and employees to attract, retain, and motivate employees and improve employee performance. (DiPietro, Kline, & Nierop, 2014) and (Chinyio et al., 2018) state that compensation triggers motivation and improves employee performance. This means that better compensation given to employees will motivate employees to work better, and in the end will improve their performance from time to time (Pratiwi, 2016).

Model and Hypothesis

The author formulated a framework and its hypothesis as follows

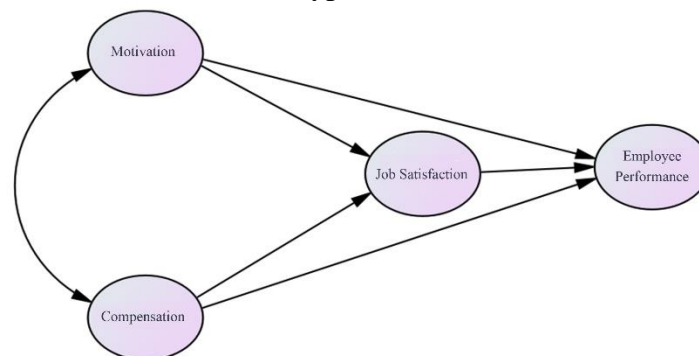


Figure 1. Research Framework

Descriptive Hypothesis

H1: Motivation, compensation, satisfaction, and performance of cleaning staff have not gone

well.

Verification Hypothesis

- H2: Motivation significantly affects the performance of cleaning workers
- H3 : Compensation significantly affects the performance of cleaning workers
- H4: Satisfaction significantly affects the performance of cleaning workers
- H5: Motivation significantly affects the satisfaction of cleaning workers
- H6: Compensation significantly affects the satisfaction of cleaning workers
- H7: Motivation significantly affects the performance of cleaning workers through satisfaction
- H8 : Compensation significantly affects the performance of cleaning workers through satisfaction

Novelty

This study uses data analysis by testing a structural model in linking the impact of motivation and compensation on the performance of cleaning workers by examining the mediating effect of satisfaction. Structural model testing as carried out in this study is still minimally carried out. The indicators in this study refer to the opinions of experts and previous studies combined to explain the phenomenon of the variables studied. This research is interesting to be conducted at DLH Pidie considering the many complaints from the public about the performance of cleaning staff which is considered to be low. Motivation and compensation are considered to be not going well, so this factor is strongly suspected of having a negative impact on employee performance.

3. METHOD

This study was conducted at DLH Pidie, with the objects being motivation, compensation, satisfaction, and performance of cleaning workers. The population is all cleaning workers at DLH Pidie, totaling 211 people. The sampling technique is a census.

Table 2. Freelance Daily Worker (THL)

No	THL Work Sector Description	Amount
1	Garbage	
	- Driver	80
	- Street/Public Facility Sweeper	71
	- Sewer Labor	11
	- Mini Backhoe Operators	1
	- Beckhoe Mini Helper	1
	- Transit workers/TPS	8
	- Sweep Foreman	1
	- Sewer Cleaning Foreman	1
	- Fleet Guard	2
	- TPA Heavy Equipment Operators	3
	- Landfill Heavy Equipment Helper	7

No	THL Work Sector Description	Amount
2	- Landfill worker	1
	Landscaping	2
	- PJU Car Driver	2
	- PJU technician	8
	- Park Driver	
3	- Garden Worker	
	IPLT	4
	- Fecal Truck Driver and Driver	5
	- IPLT workers	
	Amount	211

Source: DLH Kab Pidie (2022)

Data was collected using a questionnaire distributed to all respondents in this study. Data were measured using a Likert scale, and tested using the SEM and Sobel tests. The researchers built a construct for each of the variables studied, namely:

1. To measure the performance of cleaning workers using indicators as disclosed by (R. L. Mathis & Jackson, 2019) : (1) quantity, (2) quality, (3) timeliness, (4) attendance, (5) ability to cooperate.
2. To measure satisfaction using indicators as disclosed by (Mas'ud, 2004) : (1) salary, (2) promotion, (3) colleagues, and (4) superiors.
3. To measure motivation using indicators as disclosed by (Syahyuti, 2010) : (1) encouragement to achieve goals, (2) enthusiasm for work, (3) initiative and creativity, and (4) sense of responsibility.
4. To measure Compensation using indicators as disclosed by (Nawastuti, 2018) : (1) wages and salaries, (2) incentives, (3) allowances, and (4) facilities.

4. RESULT

Descriptive Test

Descriptive hypothesis testing in this study is still perceived as unfavorable. Descriptive hypothesis testing was carried out using a one-sample test with a cut-off value of 3.41.

Tabel 2. Pengujian Deskriptif

	Test Value = 3.41					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Motivation	48.579	210	.000	9.765	9.37	10.16
Compensation	44.156	210	.000	9.111	8.70	9.52
Satisfaction	56.781	210	.000	10.035	9.69	10.38
Employee Performance	54.711	210	.000	13.059	12.59	13.53

Source: SPSS Output Results, 2023 (processed).

Table 2 shows all significances are below 0.05, so it explains that all the variables namely

motivation, compensation, satisfaction, and cleaning staff performance, have not gone well. Thus accepting H1.

Verification Test

The results of SEM processing are shown below.

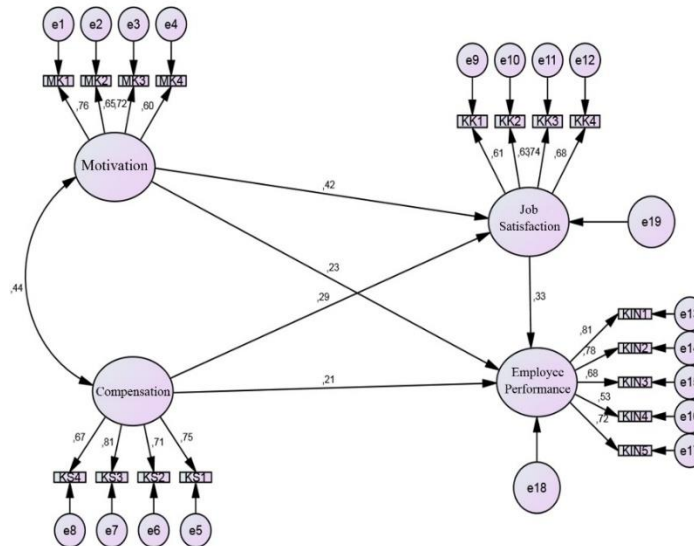


Figure 2. Structural Test

To see whether there is an influence on the above results, the results are presented in more detail below.

Table 3. Regression Results

Eksogen		Endogen	Estimate		S.E.	C.R.	Sig
			Unstandar	Standar			
Satisfaction	<---	Motivation	0.287	0.415	0.071	4.034	0.000
Satisfaction	<---	Compensation	0.209	0.291	0.068	3.079	0.002
Employee Performance	<---	Satisfaction	0.508	0.332	0.162	3.141	0.002
Employee Performance	<---	Motivation	0.241	0.228	0.102	2.355	0.019
Employee Performance	<---	Compensation	0.229	0.209	0.096	2.392	0.017

Source: AMOS Output Results 24, 2023 (processed)

H₂ : Motivation significantly affects the satisfaction of DLH Pidie cleaning workers

The motivation influence test on satisfaction provides a Critical Ratio (C.R) 4.034 > cut off 1.96 at a significant 0.000 < 0.05. This means motivation significantly influences satisfaction. The magnitude of the motivation on the satisfaction of DLH Pidie cleaning staff is 0.415. This means 1% increase in motivation, will increase the satisfaction by 0.415%. This result is in line with (Nawastuti, 2018), (Julita Anita, Aziz, & Yunus, 2019), (Sativa, Yunus, & Majid, 2018), (Mahdani et al., 2017), (Marlina et al., 2018).

H₃ : Compensation significantly affects the satisfaction of DLH Pidie cleaning workers

The compensation influence test on satisfaction provides CR 3.097 > cut off 1.96 at a significance of 0.002 < 0.05. Thus it explains compensation significantly affects satisfaction. The magnitude of compensation for the satisfaction of cleaning workers at DLH Pidie is 0.291. This means for every 1% increase in compensation, it will increase satisfaction by 0.291%. This result is in line with (Absar et al., 2010), (Chinyio et al., 2018), (Darma & Supriyanto, 2017). Compensation is a reward given for work services performed by employees. Compensation significantly affects employee performance (Nawastuti, 2018), (Marlina et al., 2018).

H₄ : Motivation significantly affects the performance of DLH Pidie cleaning workers

The satisfaction influence test on the performance of cleaning staff provides CR 3.141 > cut off 1.96 at a significant 0.002 < 0.05. This means satisfaction significantly affects cleaning workers' performance. The magnitude of satisfaction for the performance of DLH Pidie cleaning staff is 0.332. This means 1% increase in cleaning workers' satisfaction, it will increase cleaning workers' performance by 0.289%. This result is in line with (Nurchayani & Adnyani, 2016), (Mahdani et al., 2017), (Dewi, Bagia, & Susila, 2018), (Sativa et al., 2018), (Adam & Kamase, 2019). When officers feel satisfied at work, this will improve their performance (Onukwube, 2012).

H₅ : Motivation significantly affects the performance of DLH Pidie cleaning workers

The motivation influence test on the performance of cleaning staff provides CR 2.355 > cut off 1.96 at a significant 0.019 < 0.05. This means that motivation significantly affects cleaning workers' performance. The magnitude of motivation on the performance of DLH Pidie cleaning staff is 0.228. This means 1% increase in motivation, which will increase the cleaning workers's performance by 0.228%. This result is in line with (Nurchayani & Adnyani, 2016), (Sativa et al., 2018), (Julia Anita, Nasir, & Mukhlis, 2019), (Adam & Kamase, 2019). Providing motivation affects employee satisfaction. The better the provision of motivation in the form of a decent salary, performance allowances, health insurance, life, retirement, and others, will further increase the satisfaction of DLH Pidie cleaning workers.

H₆ : Compensation significantly affects the performance of cleaning workers at DLH Pidie

The compensation influence on the performance of cleaning staff provides CR 2.392 > cut off 1.96 at a significant 0.017 < 0.05. This means that compensation significantly affects Cleaning workers Performance. The magnitude of compensation on the performance of DLH Pidie cleaning workers is 0.209. This means 1% increase in employee compensation will increase employee performance by 0.209%. This result is in line with (Kiswuryanto, 2014), (Chinyio et al., 2018), (Ahmat, Arendt, & Russell, 2019). From these results, the higher the cleaning staff's compensation, the more their satisfaction will increase.

H₇ : Satisfaction mediates the motivation influence performance of cleaning workers at DLH Pidie

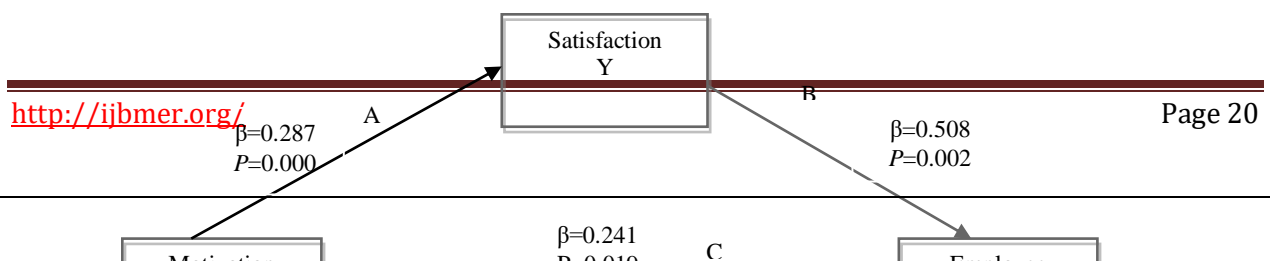


Figure 3. Indirect Relationship Hypothesis 7

The picture above describes that motivation significantly influences satisfaction, satisfaction significantly affects the performance of cleaning workers and motivation significantly influences the performance of cleaning workers. To prove the mediation is significant or not, it shows from the Sobel test, that a significant $0.013 < 0.05$ is obtained. This explains that the motivation impact on the performance of cleaning workers is mediated and significantly by satisfaction of 0.138%, and it proves as a partial mediator. These results support the research (Nurchayani & Adnyani, 2016). Satisfaction is the feeling of employees after doing work, employees who have good motivation at work tend to reap positive results when they are quite satisfied and will continue to be motivated to work better. Satisfaction mediates the motivation impact on performance. Motivation is the link between compensation on employee satisfaction and performance (Chinyio et al., 2018). This indicates that when employees get appropriate rewards it will increase their work motivation and ultimately lead to better performance. On the contrary, if the reward is not appropriate, it will reduce motivation and ultimately result in a decrease in their performance.

H₈ : Satisfaction mediates the compensation influence on the performance of DLH Pidie cleaning workers

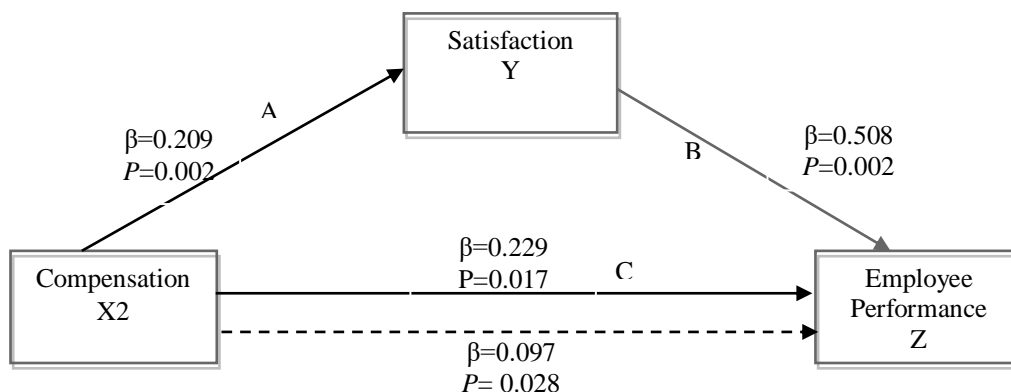


Figure 4. Indirect Relationship Hypothesis 8

The picture above explains that compensation significantly affects satisfaction. Satisfaction

significantly affects the performance of cleaning workers and compensation significantly influences the performance of cleaning workers. To prove the mediation is significant or not, it shows from the Sobel test, that a significant $0.028 < 0.05$ is obtained. The figures that the compensation impact on the performance of cleaning workers is significantly mediated by satisfaction, it proves as a partial mediator. The indirect influence on this pathway is 0.097%. This result rejects the study (Kiswuryanto, 2014); (Nurchayani & Adnyani, 2016) found that satisfaction is proven to mediate the compensation impact on performance. This result rejects the study (Hidayah & Aisyah, 2016) states that satisfaction cannot mediate between compensation and performance. Compensation is one factor that is often considered by employees in finding a job. Compensation is a reward received by employees based on work results. The amount of compensation is determined by the amount of responsibility for the work itself. If the rewards received follow their performance it will trigger satisfaction, otherwise if the rewards do not match the work done, then satisfaction will not materialize and this will impact on decreasing their performance, as the results of research state that employee satisfaction can mediate the compensation impact on performance (Darma & Supriyanto, 2017).

5. CONCLUSION

The results of research at DLH Pidie cleaning workers prove that motivation, compensation, satisfaction, and employee performance are going well. In direct influences, it can also be seen that satisfaction is significantly influenced by motivation and compensation, and the performance of DLH Pidie cleaning workers is also significantly influenced by motivation, compensation, and satisfaction. In indirect influences, satisfaction partially mediated the motivation and compensation influence on cleaning workers' performance. This result can certainly be interpreted that the performance model of DLH Pidie cleaning workers is a function of increasing the motivation, compensation, and satisfaction of these cleaning workers. It can also be generalized that the model has provable premises, and contributes to the development of advanced theories regarding worker performance models. For further research, this model can also be developed, by adding variables such as age and gender as a moderation. The results can also be used by practitioners, especially leaders at DLH Pidie, to develop strategies to improve the performance of existing cleaning workers.

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