

# The Impact of Compensation Upon Employee Performance with Job Satisfaction as An Intervening Variable at the Dental Health Centre Jakarta Group

Wiwin Winaningsih, Iyus Yustika, Sinta Maulina Dewi, Lisa Harry Sulistiyowati\*, Siti Maryam  
Management research Program, Faculty of Economics and Business, Swadaya Gunung Jati University Cirebon,  
Indonesia

Jl. Pemuda No. 32, Kota Cirebon, Indonesia

Corresponding Author\*: lisaharry@ugj.ac.id

## ABSTRACT

**Purpose:** The objective of this research is to assess the impact of compensation upon employee impactiveness, while taking into account job contentment as an intervening factor, within the Dental Health Centre Group located in Jakarta.

**Design/methodology/approach:** This research employs a quantitative methodology and utilizes primary data obtained from a purposively sampled group of 113 employees from the Dental Health Centre Group in Jakarta. The data analysis techniques involve validity testing, reliability testing, classical assumption testing, hypothesis testing utilizing t-tests and F-tests, as well as path analysis testing. Statistical Product and Service Solution (SPSS) Version 22 is utilized for the analysis.

**Findings:** The outcomes suggest that compensation has an impact upon job contentment, albeit without any impact upon employee productivity. Nonetheless, job satisfaction has a significant bearing upon employee performance. It is noteworthy that the connection among compensation and employee performance is not entirely designed by job satisfaction.

**Practical implications:** According to the research outcomes regarding the three variables, it is apparent that compensation has a significant impact upon job contentment, which in turn affects employee productivity. Consequently, it is suggested that organizations offer fair compensation to cultivate worker satisfaction, ultimately amplifying their performance.

**Originality/value:** The researcher asserts that this research represents his original work and is the first of its kind utilized at the Dental Health Centre Group in Jakarta, bearing the title of the research under examination, with the exception of citations from select summaries included as references.

**Paper type:** Research paper

**Keywords:** Compensation, Employee Performance, Job Satisfaction

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## I. INTRODUCTION

In the contemporary global landscape, enterprises and institutions face multifarious predicaments that span from minuscule to immense. In light of escalating competition, it is imperative for individuals to cogitate strategically, creatively, innovatively, and proactively that's why operate efficiently and sustain elevated stages of motivation while contending with the present epoch of globalization (Pudjiarti et al., 2023). The human capital embedded within organizations is a pivotal element in realizing goals and optimizing financial gains (Afrizal et al., 2022). In every enterprise, the most crucial element is its workforce, given that individuals are responsible for executing all operations within an organization (Annisa Miftahul Maghfiroh et al., 2023). As the primary impetus behind an establishment, human resources hold a crucial position in deciding the triumph of a corporation. As a

outcome, corporations must proficiently administer and optimize the capabilities and accomplishments of their human resources (Makarim & Suratman, 2024).

In the current era of global competition, it is imperative for organizations and companies to prioritize the augmentation of employee performance. This will facilitate progress for the enterprise and empower it to flourish in an environment that is both competitive and volatile (Amin et al., 2023). Adequate employee performance has the potential to significantly augment the progression and endurance of any institution or enterprise (Akib et al., 2022). It is incumbent upon companies to consistently enhance the proficiency of their workforce that's why foster growth and development. The individual performance of every employee serves as a catalyst for optimizing their skillset, thereby facilitating successful execution of job responsibilities (Indripriarko & Aima, 2022). Corporate performance is a yardstick utilized by enterprises to ascertain optimal tactics for competing against other firms (Nur Muthia Naseh et al., 2023).

One of the most influential variables that can enhance employee productivity is job contentment (Irma Kue et al., 2023). Job satisfaction can indicate employees' favorable dispositions towards their present occupation (Eka Mayastika Sinaga et al., 2023). Every leader desires optimal work outcomes from their employees, which necessitates the presence of highly efficient and productive workers (Indrawanto, 2021). Bestowing accolades can impactively heighten employee contentment and ultimately enhance their performance. Nevertheless, incentives are a variant of external motivation and can also directly impact employee productivity (Ariani, 2023).

Similarly, remunerating staff members will outcome in a mutually beneficial relationship where employee productivity and impactiveness bolster the long-term viability of the organization or corporation (Pranata et al., 2023). One essential aspect of employee feedback is the provision of appropriate compensation, which serves as a driving force for optimal performance and overall improvement among employees (Wandi et al., 2022). Proficient employees will be rewarded with improved compensation (Nalim et al., 2020). According to Ingsih et al. (2022) stated that Compensation concerns to the compensation, which may take the form of monetary payment or valuable assets, that is provided to an individual who has made a significant contribution to the organization. The compensation framework within an organisation ought to be intricately connected with the goals and strategies of said organisation. Nevertheless, it is equally imperative to strike a balance among employer expenses and benefits whilst simultaneously meeting employee expectations (Gea & Haryetti, 2014). Workers rely on compensation to sustain stability in their livelihoods, whereas employers hinge on the proficiency and productivity of their employees to uphold competitiveness (Pratomo, 2022). compensation holds considerable significance for the enterprise as it is a reflection of the organization's endeavors to retain its human capital, thereby fostering an environment that imbues employees with both zeal and proficiency to perform optimally in service of the corporation (Setiawan et al., 2018).

According to on previous research utilized by Pudjiarti et al. (2023) obtained the outcomes that compensation exerts an impact on the performance of employees, while it also engenders a constructive and noteworthy impact on their job contentment. Furthermore, job satisfaction bears upon employee performance. Research utilized by Indripriarko & Aima (2022) also obtained the same outcomes, namely compensation exerts a substantial impact upon employee contentment, while said compensation also significantly impacts employee performance. Moreover, job satisfaction bears an impact on the overall success of employees in their duties.

This research explores the correlation among compensation and employee performance, where job satisfaction acts as an intervening variable at the Dental Health Centre Group Jakarta. Researchers utilize observed several occurrences in the operations of employees at this center, including suboptimal employee performance. This issue arises due to a high workload that is not matched with appropriate rewards for employees' needs. Consequently, job satisfaction plays a significant role in determining both quality and quantity of work delivered by staff members at the Dental Health Centre Group Jakarta.

## **A. Literature Review**

### **1. Compensation**

compensation pertains to the entirety of an employee's earnings and benefits in exchange for their labor (Sutrisno, 2019). According to Muhammad Gandung (2020) Compensation encompasses all compensation, be it in the form of monetary or material benefits, that employees receive either directly or indirectly for their services rendered to the enterprise. Meanwhile, according to Sulaeman et al. (2021) Compensation concerns to various forms of financial compensation, as well as services and benefits that employees receive in the context of their employment.

### **2. Employee Performance**

Performance is the willingness of a individual or group of people to carry out or perfect an activity in accordance with their responsibilities to obtain the expected outcomes (Afandi, 2020). According to Agus Triansyah et al. (2023) employee performance is a measure of how impactively an employee can carry out his duties and responsibilities. Meanwhile, according to Ratnasari et al. (2023) employee performance affects their

contribution to the organisation, including production quantity, production quality, production time, attendance at work, and cooperative attitude.

### 3. Job Satisfaction

Job satisfaction concerns to the stage of positivity an employee holds towards their work and the acenterprising situations (Sinambela, 2020). According to Sumarjo (2022) Job satisfaction concerns to an individual's emotional state and appraisal of their employment, particularly in relation to the working environment, the extent to which their job fulfills individualal expectations, as well as needs and desires. Meanwhile, according to Usman et al. (2019) The degree of contentment experienced by an individual in response to the multifaceted work environment of their employing organization is commonly referred to as job satisfaction.

## II. METHODS

The research was executed employing quantitative methodologies, with the primary tool being original data gathered through the distribution of questionnaires to respondents (Astarina et al., 2022). The research population consisted of 157 permanent employees, with a sample size of 113 individuals determined through random sampling techniques and the Slovin formula. The data analysis methods utilized in this research encompassed validity testing, reliability testing, classical assumption testing, hypothesis testing via t-tests and F-tests, as well as path analysis examination. Analysis was builded utilizing Statistical Product and Service Solution (SPSS) version 22.

## III. RESULTS AND DISCUSSION

### A. Results

#### 1. Validity Test

*Table 1 Validity Test outcome*

<i>No.</i>	<i>Variables</i>	<i>R Count</i>	<i>R Table</i>	<i>Information</i>
1	<i>Compensation (X)</i>			
	1	0,476	0,1541	VALID
	2	0,221	0,1541	VALID
	3	0,199	0,1541	VALID
	4	0,434	0,1541	VALID
	5	0,351	0,1541	VALID
	6	0,459	0,1541	VALID
2	<i>Employee Performance (Y)</i>			
	1	0,268	0,1541	VALID
	2	0,568	0,1541	VALID
	3	0,248	0,1541	VALID
	4	0,327	0,1541	VALID

	5	0,266	0,1541	VALID
	6	0,381	0,1541	VALID
	7	0,561	0,1541	VALID
	8	0,547	0,1541	VALID
	9	0,442	0,1541	VALID
3	<i>Job Satisfaction (Z)</i>			
	1	0,296	0,1541	VALID
	2	0,264	0,1541	VALID
	3	0,232	0,1541	VALID
	4	0,303	0,1541	VALID
	5	0,540	0,1541	VALID
	6	0,207	0,1541	VALID
	7	0,239	0,1541	VALID
	8	0,201	0,1541	VALID

According to Table 1, all statement items exhibit a correlation coefficient value (r count) exceeding r table, thereby affirming the validity of the data obtained and its suitability as a research tool.

## 2. Reliability test

*Table 2 Reability Test outcome*

<i>Variables</i>	<i>Cronbach Alpha</i>	<i>Information</i>
<i>Compensation (X)</i>	0,768	<i>Reliable</i>
<i>Employee Performance (Y)</i>	0,771	<i>Reliable</i>
<i>Job Satisfaction (Z)</i>	0,762	<i>Reliable</i>

According to Table 2, this research employs three variables - compensation, employee performance, and job satisfaction. Notably, all of these constructs exhibit a Cronbach's alpha coefficient exceeding 0.6, attesting to their high stage of reliability.

## 3. Classical Assumption Test

### a. Normality Test

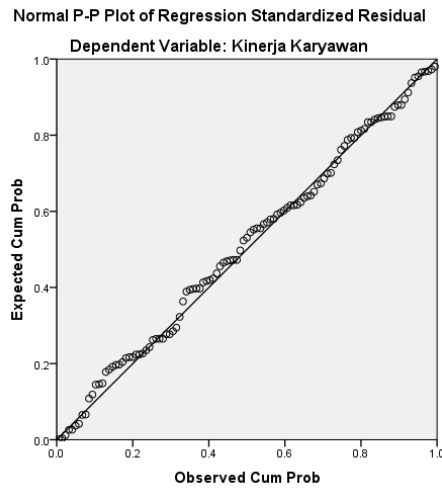


Figure 1 Normality Test outcome

The plot depicted in Figure 1 exhibits a dispersion of points that align with and follow the diagonal trendline, indicating that the utilized regression model adheres to the normality assumption.

**b. Multicollinearity Test**

Table 3 Multicollinearity Test outcome

Model	Collinearity Statistics		Description
	Tolerance	VIF	
Compensation	0,862	1,160	No multicollinearity
Job Satisfaction	0,862	1,160	No multicollinearity

According to Table 3, the independent variables pertaining to compensation and job satisfaction exhibit a Tolerance value of  $\geq 0.10$  and a VIP value of  $\leq 10$ , thereby indicating an absence of multicollinearity.

**c. Heteroscedasticity Test**

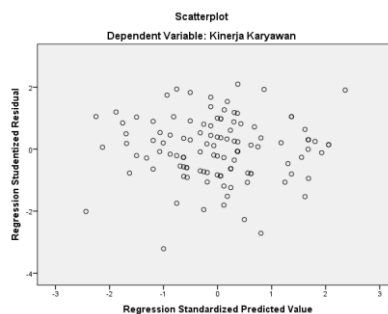


Figure 2 Heteroscedasticity Test outcome

Displayed in Figure 2 above is the Scatterplot graph of the heteroscedasticity test, portraying points randomly dispersed without any apparent pattern and distributed evenly both above and below the zero mark on the Y-axis. This observation signifies a lack of heteroscedasticity within this research, thereby validating the soundness of this regression model.

**d. Hypothesis Test**

**1). Test t (partial)**

*Table 4 Hypothesis Testing outcomes 1*

<i>Variables</i>	<i>Coefficient <math>\beta</math></i>	<i>t Count</i>	<i>t Sig</i>
<i>Constant</i>	<i>19,003</i>	<i>8,076</i>	<i>0,000</i>
<i>Compensation</i>	<i>0,464</i>	<i>4,211</i>	<i>0,000</i>

According to the outcomes from testing hypothesis 1, it was determined that compensation had a significant impact upon job satisfaction as evidenced by a t count of 4.211 and sig value of 0.000. Since the sig value is less than 0.05, Ho is refused, further confirming the significance of compensation in relation to job satisfaction.

*Table 5 Hypothesis Testing outcomes 2*

<i>Variables</i>	<i>Coefficient <math>\beta</math></i>	<i>t Count</i>	<i>t Sig</i>
<i>Constant</i>	<i>16,416</i>	<i>4,688</i>	<i>0,000</i>
<i>Compensation</i>	<i>0,255</i>	<i>1,819</i>	<i>0,072</i>
<i>Job Satisfaction</i>	<i>0,343</i>	<i>3,061</i>	<i>0,003</i>

According to the outcomes from hypothesis 2 testing, the direct compensation yielded a t-score of 1.819 with a significance stage of 0.072. As this t-value is greater than 0.05, we accept Ho, indicating that employee performance is not significantly impacted by compensation.

The variable of job satisfaction yielded a direct correlation with a t-value of 3.061 and significance stage of 0.003. As the significance stage of the t-value is less than 0.05, Ho is refused, indicating that job satisfaction significantly impacts employee performance.

**2) F Test (Simultaneous)**

*Table 6 F Test outcome (simultaneous)*

<i>Model</i>	<i>F Count</i>	<i>F Sig</i>
<i>Regression</i>	<i>9,746</i>	<i>0,000</i>

According to Table 7, the F statistic is 9.746 and has a corresponding significance value of 0.000. This indicates that the F Significance stage of 0.000 is less than the established threshold of 0.05, thereby leading to rejection of Ho hypothesis, which in turn implies that both compensation and job satisfaction variables exert a significant impact upon employee performance concurrently.

### 3) Coefficient of Determination (R)<sup>2</sup>

*Table 7 Coefficient of determination of model 1*

<i>Model</i>	<i>R Square</i>
<i>1</i>	<i>0,138</i>

The coefficient of determination in table 1, represented by the R-squared value, stands at 0.138. This indicates that compensation's impact upon job satisfaction accounts for merely 13.8%, while the remaining 86.2% is ascribed to unexplored variables in this research. that's why ascertain e1's worth, it will be computed utilizing the following formula:

$$\begin{aligned}
 e1 &= \sqrt{1 - R \text{ Square}} \\
 &= \sqrt{1 - 0,138} \\
 &= \sqrt{0,862} \\
 &= 0,928
 \end{aligned}$$

*Table 8 Coefficient of determination of model 2*

<i>Model</i>	<i>R Square</i>
<i>1</i>	<i>0,151</i>

The coefficient of determination table reveals an R-squared value of 0.151, implying that the collective impact of compensation upon both job satisfaction and performance is equivalent to 15.1%, while the remaining 84.9% pertains to other unexamined variables. The e<sup>2</sup> value is computed utilizing the following formula:

$$\begin{aligned}
 e1 &= \sqrt{1 - R \text{ Square}} \\
 &= \sqrt{1 - 0,151} \\
 &= \sqrt{0,849} \\
 &= 0,921
 \end{aligned}$$

#### e. Path Analysis



*Figure 3 Path Analysis*

Upon analysis of the given data, it is evident that compensation has a direct impact upon employee performance with a beta value of 0.255. Additionally, when taking into account job satisfaction as an intervening variable, the indirect impact of compensation upon performance can be calculated to be 0.11832 (by multiplying 0.464 and 0.255). It should be noted that since the value of direct impact (0.255) exceeds that of the indirect impact (0.11832), it is summarized that job satisfaction does not serve as an intervening variable among compensation and employee performance, thus accepting the null hypothesis (H<sub>0</sub>).

**B. Discussion****1. The impact of compensation upon job satisfaction**

According to the aforementioned analysis, compensation exerts a noteworthy impact upon job contentment. This indicates that as employees receive greater compensation, their stage of job satisfaction correspondingly increases.

**2. The impact of compensation upon employee performance**

According to the preceding analysis, compensation does not utilize an impact upon employee performance. This suggests that the quantum of compensation accepted has no bearing upon one's performance.

**3. The impact of job satisfaction upon employee performance**

According to the analysis mentioned earlier, it is apparent that job satisfaction has a substantial impact upon employee performance. It can be inferred that as employees experience heightened stages of job satisfaction, their performance tends to improve correspondingly.

**4. The impact of compensation upon employee performance designed by job satisfaction**

According to the aforementioned analysis, it can be summarized that job satisfaction does not serve as a mediator among compensation and employee performance. This suggests that the magnitude of compensation offered is capable of generating its own sense of contentment among employees, thereby facilitating optimal stages of productivity. (Nyoman Santi Ardani et al., 2023).

**IV. CONCLUSION**

The researchers' analysis has led them to conclude that there exists a notable correlation among compensation and job satisfaction, as well as among job satisfaction and employee performance. Yet, it is apparent that compensation alone does not utilize a direct impact upon employee performance. Instead, the combined variables of compensation and job satisfaction significantly impact an employee's performance. Furthermore, their outcomes suggest that job satisfaction only partially mediates the impact of compensation upon employee performance within the Dental Health Centre Group located in Jakarta.

Researchers advise companies that compensation has a significant impact upon job satisfaction, which in turn significantly affects employee performance. Therefore, it is imperative for companies to offer fair and competitive compensation to their staff that's why improve their overall productivity.

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