
**THE EFFECT OF COMPENSATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE THROUGH WORK MOTIVATION
(Study Of Employees At Cv. Rich Jaya Laundry Jakarta)**

By

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Abstract: This study aims to determine the effect of compensation and work environment on employee performance through work motivation at CV Rich Jaya Laundry. This study uses a descriptive quantitative approach with independent variables of compensation (X1), work environment (X2), and work motivation (Z) and the dependent variable is employee performance (Y). Data collection techniques in this study used interviews, questionnaires, and literature studies. The population in this study were employees at CV Rich Jaya Laundry. This study used a saturated sampling technique in determining the sample consisting of 80 respondents, both permanent and contract employees. The method in this study used an exploratory approach with structural equation modeling data analysis techniques with SmartPLS software. The results of the analysis showed that (1) compensation did not affect work motivation, (2) the work environment did not affect work motivation, (3) work motivation had a positive and significant effect on employee performance, (4) compensation had a positive and significant effect on employee performance, (5) the work environment had a positive and significant effect on employee performance, (6) compensation directly affected employee performance even without going through work motivation, (7) the work environment affected employee performance even without going through work motivation

INTRODUCTION

Human resources are an important factor in an organization. According to Iswahyudi et al. (2023), human resources are the main capital that provides a major contribution to achieving organizational goals. For management to run well, a company must have employees who are knowledgeable, highly skilled, and able to manage the company optimally. The importance of the contribution of human resources can be seen from company performance, where even though a company has strong finances, sufficient raw materials, and the latest technology, without good human resources the production process will not run smoothly (Candana et al., 2023).

The government has a commitment to the Sustainable Development Goals (SDGs)

(Suherman et al., 2019), which are designed to achieve a better future and rebuild global sustainability. According to Rofiqoh (2018), the SDGs represent society's ability to survive by using natural resources without depleting them excessively. Meanwhile, according to UNDP (1990), human development explains that average income does not describe the condition of human resources because of the high gap between rich and poor populations. Therefore, development and improvement of human capital is needed as part of human development (Rofiqoh, 2018).

The SDGs are comprehensive and apply to all countries, with 17 goals (Suherman et al., 2019). These goals were chosen because they are universal and can rebuild global sustainability, namely: No poverty; No hunger; Improved welfare and health; Quality education; Gender equality; Clean water and sanitation; Affordable and reliable energy; Decent work and economic growth; Industry, innovation, and infrastructure; Reduced inequality; Sustainable communities and cities; Responsible consumption and production; Climate action; Life below water; Life on land; Peace, justice, and strong institutions; and Partnerships for the goals.

Of the seventeen SDGs, the one related to this study is decent work and economic growth. In the development of globalization, companies are required to maximize employee performance because the survival and growth of a company are determined not only by successful financial management but also by successful human resource management. Professional and qualified human resources will form high employee performance, both individually and in groups, and have an impact on the overall effectiveness of company performance.

Based on the background description that has been summarized by the researcher, the researcher wants to further prove whether or not there is an effect of compensation and work environment on employee performance. Therefore, the researcher is interested in conducting a study entitled "The Effect of Compensation and Work Environment on Employee Performance through Work Motivation at CV Rich Jaya Laundry."

LITERATURE REVIEW

1. Employee Performance

Employee performance is the work result achieved by a worker according to criteria that have been established within a company. Management in terms of achieving high employee performance is particularly important in improving overall company performance (Abdullah, 2019).

According to Mangkunegara (2020), there are several indicators that can be used to measure employee performance, namely:

1. Accuracy of task completion
2. Creativity
3. Initiative
4. Quantity of work

2. Compensation

Compensation is divided into two types: direct compensation, in the form of salary, wages, and incentive pay, and indirect compensation (employee welfare). Compensation is important for employees because the amount of compensation reflects the measure of the

value of an employee's work to their colleagues, family, and society. With adequate compensation and successfully implemented increases in motivation, an employee will be motivated to carry out the tasks assigned to them and strive to overcome the problems that arise (Saputra et al., 2022).

According to Santoso and Kambara (2020) there are three indicators of employee compensation, with the following indicators:

1. Salary
2. Incentives
3. Benefits/Allowances

3. Work Environment

The work environment is one of the places most frequently used by employees in carrying out their daily activities. A pleasant work environment will provide employees with a sense of comfort, which can influence improved employee performance. A pleasant work environment can also affect employees' emotional attitudes. If employees feel comfortable in the work environment where they work, they will feel at home in their workplace and their productivity will increase, so that work time is used effectively and efficiently (Silalahi & Siregar, 2020).

The work environment within a company is divided into two dimensions, namely the experience of success (past performance), with the following indicators:

1. Physical Work Environment
 - a. Workplace buildings
 - b. Adequate work equipment
 - c. Facilities
 - d. Availability of transportation facilities
2. Non-Physical Work Environment
 - a. Relationships among coworkers at the same level
 - b. Relationships between superiors and employees
 - c. Cooperation among employees

4. Motivation

Motivation is an inner state that causes an individual to behave in a way that ensures the achievement of a goal. In other words, motivation explains why people act as they do. The better an organization's leadership understands subordinates' behavior, the more able the leadership is to influence subordinates and provide them with motivation to be more consistent with the achievement of organizational goals (Charli & Mahzum, 2024).

The dimensions and indicators of work motivation refer to the needs theory put forward by Mangkunegara (2020) namely:

1. Physiological Needs dimension, with indicators of salary/income and rest time.
2. Safety Needs dimension, with indicators of health insurance and accident insurance.
3. Esteem Needs dimension, with indicators of supervisor praise for achievement and recognition/awards.
4. Self-Actualization Needs dimension, with indicators of the opportunity to convey ideas/suggestions and receiving training from the company related to achievement

METHODS

1. Research Design

In compiling this research, the researcher used a causal analysis method. Causal analysis is a cause-and-effect relationship. This research was conducted to determine the effect of one or more independent variables on a dependent variable. The purpose of the causal research in this case is to determine whether there is an "Effect of Compensation and Work Environment on Employee Performance through Motivation among Employees of CV. Rich Jaya Laundry, Production Division."

2. Population and Sample

The population of this study was employees of CV. Rich Jaya Laundry, Production Division, totaling 80 employees with a length of service of more than 2 years. This study used a saturated sampling method, in which all members of the population were used as the sample.

3. Data Analysis Method

The analysis method used in this study was a Component or Variance Based Structural Equation Model, in which the data was processed using the Partial Least Square (Smart-PLS) version 3.0 program. PLS (Partial Least Square) is an alternative model to covariance-based SEM. PLS can be used to confirm theory, and can also be used to explain whether or not a relationship exists between latent variables. As stated by Ghazali (2014), PLS (Partial Least Square) is a powerful analysis method because it is not based on many assumptions, the data does not have to be normally distributed, and the sample does not have to be large. The testing steps carried out are as follows:

- a. Measurement (Outer) Model Evaluation. The outer model, also referred to as the outer relation or measurement model, defines how each block of indicators relates to its latent variable.
- b. Structural Model Testing or Hypothesis Testing (Inner Model). Inner model testing is the development of a concept- and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. Testing of the structural model is carried out by examining the R-square value, which is a goodness-of-fit test for the model.

RESULTS AND DISCUSSION

1. Results of Measurement Model Testing (Outer Model)

Testing of Convergent Validity of the reflective indicator measurement model was assessed based on the correlation between item scores or component scores and construct scores calculated with PLS. An individual indicator is considered valid if it has a correlation value above 0.50. By examining the output results of the correlation between indicators and their constructs, as seen in the table and structural figure below:

Table 1. Results of Convergent Validity Testing

Variable	Indicator	Outer Loading	Remarks
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Employee Performance	KK1	0.910	Valid
	KK2	0.888	Valid
	KK3	0.841	Valid
	KK4	0.847	Valid
	KK5	0.921	Valid
	KK6	0.919	Valid
	KK7	0.943	Valid
	KK8	0.941	Valid
	KK1	0.910	Valid
	KK2	0.888	Valid
Compensation	KP1	0.935	Valid
	KP2	0.819	Valid
	KP3	0.919	Valid
	KP4	0.932	Valid
	KP5	0.920	Valid
	KP6	0.254	Not Valid
	KP7	0.411	Not Valid
	KP8	0.468	Not Valid
Work Environment	LK1	0.933	Valid
	LK2	0.871	Valid
	LK3	0.880	Valid
	LK4	0.935	Valid
	LK5	0.775	Valid
	LK6	0.832	Valid
	LK7	0.821	Valid
Motivation	M01	0.939	Valid
	M02	0.921	Valid
	M03	0.886	Valid
	M04	0.900	Valid
	M05	0.930	Valid
	M06	0.921	Valid
	M07	0.852	Valid
	M08	0.684	Valid

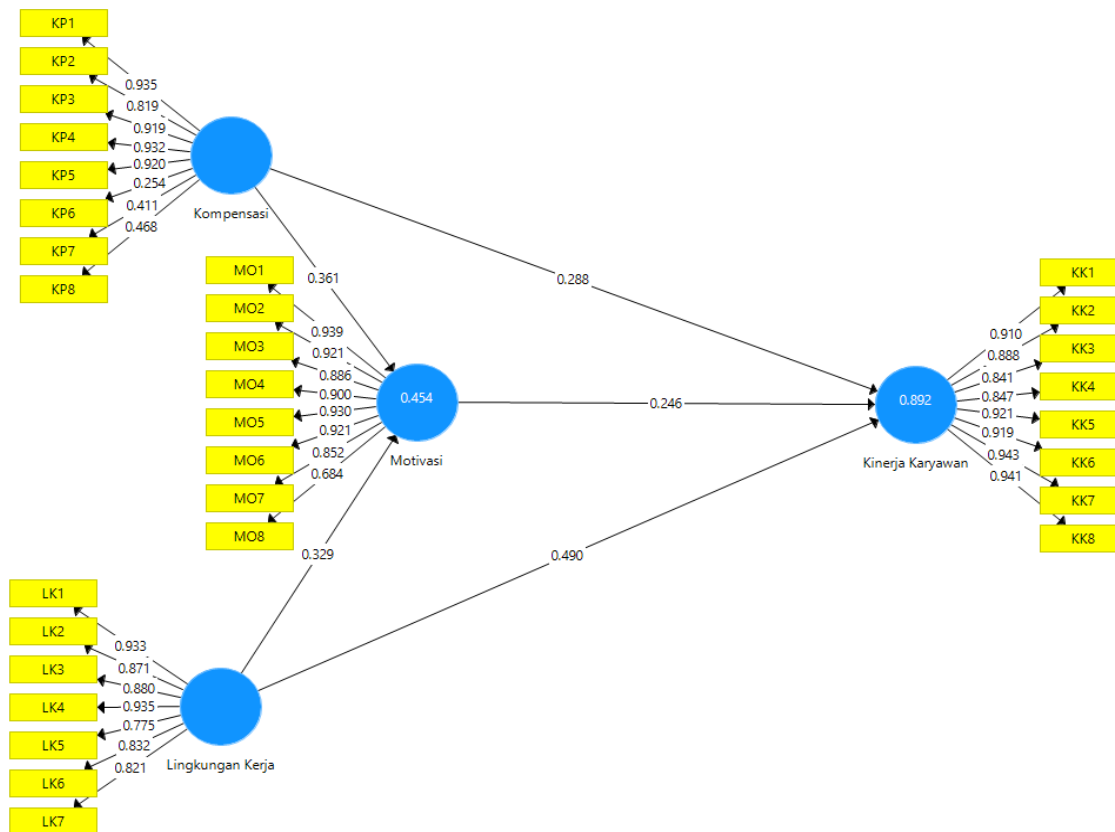


Figure 1. Framework

Based on Table 1 and Figure 1 above, it is evident that indicators KP6, KP7, and KP8 have loading factor values of less than 0.50. Therefore, these indicators will be removed from the model.

The following are the results of removing the indicator and recalculating.:

Table 2. Results of Convergent Validity Testing (modification)

Variable	Indicator	Outer Loading	Remarks
Employee Performance	KK1	0.911	Valid
	KK2	0.888	Valid
	KK3	0.841	Valid
	KK4	0.846	Valid
	KK5	0.921	Valid
	KK6	0.920	Valid
	KK7	0.943	Valid
	KK8	0.941	Valid
Compensation	KP1	0.959	Valid
	KP2	0.810	Valid
	KP3	0.928	Valid
	KP4	0.952	Valid
	KP5	0.943	Valid
Work Environment	LK1	0.933	Valid

Variable	Indicator	Outer Loading	Remarks
	LK2	0.871	Valid
	LK3	0.880	Valid
	LK4	0.935	Valid
	LK5	0.775	Valid
	LK6	0.832	Valid
	LK7	0.820	Valid
Motivation	M01	0.940	Valid
	M02	0.921	Valid
	M03	0.886	Valid
	M04	0.900	Valid
	M05	0.930	Valid
	M06	0.921	Valid
	M07	0.852	Valid
	M08	0.683	Valid

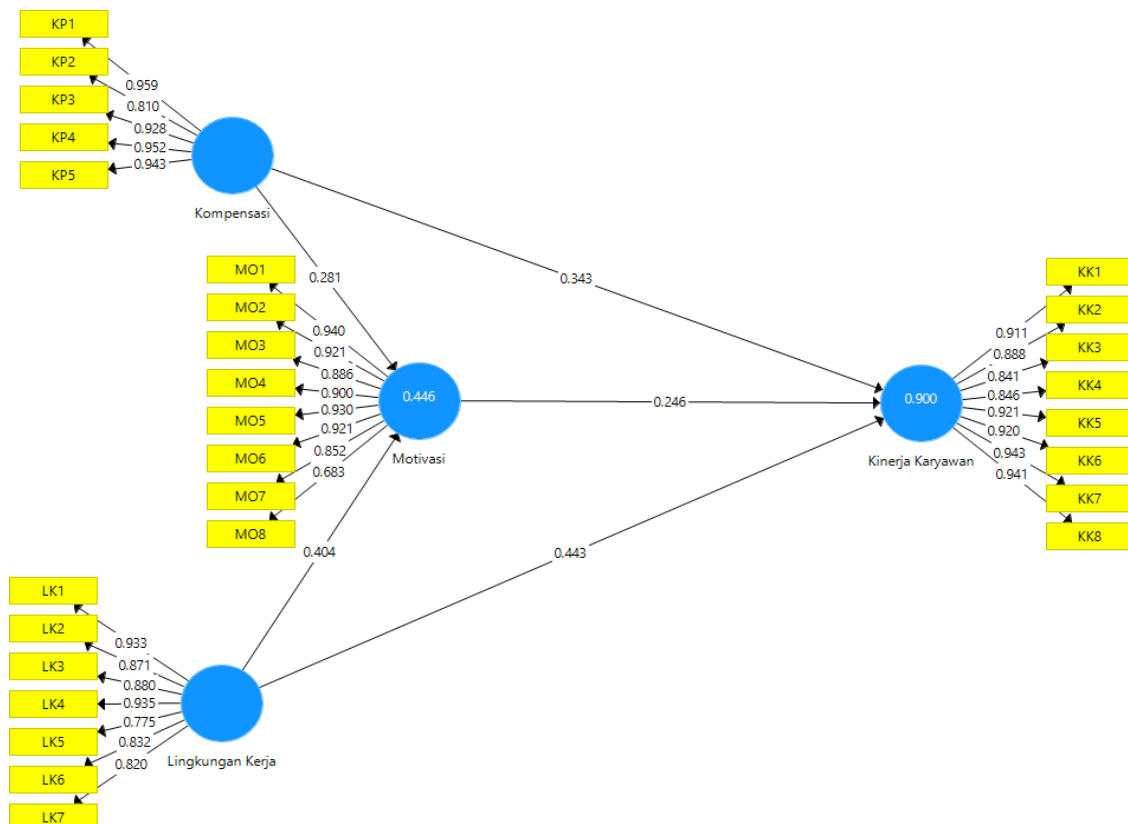


Figure 2. PLS Algorithm Results

Based on Table 2 and Figure 2 above, it can be seen that all indicators satisfy convergent validity, as they have loading factor values above 0.50.

Table 3. Discriminant Validity Test Results (Cross-loadings)

	Employee Performance	Compensation	Work Environment	Motivation
KK1	0.911	0.847	0.817	0.640
KK2	0.888	0.813	0.788	0.651
KK3	0.841	0.779	0.791	0.624
KK4	0.846	0.709	0.861	0.591
KK5	0.921	0.856	0.830	0.700
KK6	0.920	0.841	0.795	0.726
KK7	0.943	0.853	0.859	0.709
KK8	0.941	0.795	0.850	0.811
KP1	0.897	0.959	0.900	0.657
KP2	0.741	0.810	0.733	0.500
KP3	0.809	0.928	0.838	0.588
KP4	0.840	0.952	0.841	0.583
KP5	0.845	0.943	0.821	0.624
LK1	0.877	0.910	0.933	0.627
LK2	0.818	0.702	0.871	0.584
LK3	0.790	0.829	0.880	0.498
LK4	0.891	0.877	0.935	0.623
LK5	0.716	0.750	0.775	0.502
LK6	0.706	0.720	0.832	0.561
LK7	0.712	0.650	0.820	0.572
M01	0.660	0.560	0.543	0.940
M02	0.604	0.512	0.520	0.921
M03	0.676	0.603	0.596	0.886
M04	0.639	0.505	0.584	0.900
M05	0.616	0.508	0.494	0.930
M06	0.739	0.612	0.604	0.921
M07	0.680	0.551	0.567	0.852
M08	0.677	0.642	0.669	0.683

Based on the table, all indicators are shown to be valid because they exhibit the highest loading factors on their intended constructs compared to their loading factors on other constructs.

Another method for assessing discriminant validity involves comparing the square root of the average variance extracted (AVE) for each construct with the correlations between that construct and others in the model; if the square root of the AVE exceeds the correlations with other constructs, the model is considered to possess good discriminant validity.

Table 4. AVE Test Results

Variable	Average Variance Extracted (AVE)
Employee Performance	0.814
Compensation	0.846
Work Environment	0.749
Motivation	0.779

Table 5. Discriminant Validity Test Results (Fornell-Larcker Criterion)

	Employee Performance	Compensation	Work Environment	Motivation
Employee Performance	0.902			
Compensation	0.900	0.920		
Work Environment	0.913	0.901	0.966	
Motivation	0.757	0.644	0.656	0.983

From Tables 4 and 5, it can be concluded that the square root of the average variance extracted ($\sqrt{\text{AVE}}$) for each construct is greater than the correlation between that construct and other constructs in the model. Based on the AVE values above, it can be concluded that the constructs in the estimated model meet the discriminant validity criteria.

Table 6. Composite Reliability and Cronbach's Alpha Test Results

	Composite Reliability	Cronbach's Alpha
Employee Performance	0.972	0.967
Compensation	0.965	0.954
Work Environment	0.954	0.943
Motivation	0.965	0.958

Table 6 shows that the composite reliability and Cronbach's alpha test results are satisfactory, as all latent variables have composite reliability and Cronbach's alpha values of ≥ 0.70 . This indicates that all latent variables are considered reliable..

2. Structural Model Test Results (Inner Model)

a. R² Value of Endogenous Test Result

Table 7. R² Value of Endogenous Variables

	R-Square
Employee Performance	0.900
Motivation	0.446

The structural model indicates that the models for the Work Discipline and Employee Performance variables can be considered moderate, as they possess values exceeding 0.33. The model assessing the influence of independent latent variables (Compensation and Work Environment) on Motivation yields an R-square value of 0.446; this implies that 44.6% of the variability in the Motivation construct is explained by the variability in the Compensation and Work Environment constructs, while the remaining 55.4% is explained by variables outside the scope of the study. Employee Performance exhibits an R-square value of 0.900, indicating

that 90% of the variability in the Employee Performance construct is explained by the variability in the Compensation, Work Environment, and Motivation constructs, whereas 10% is explained by variables outside the scope of the study.

b. Goodness of Fit Model Test Result

The goodness-of-fit assessment for the structural model (inner model) utilizes the predictive relevance (Q^2) value. A Q -square value greater than zero indicates that the model possesses predictive relevance. The predictive relevance value is obtained using the formula. The predictive relevance value is obtained using the formula:

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.900)(1 - 0.446)$$

$$Q^2 = 1 - (0.100)(0.554)$$

$$Q^2 = 0.9446$$

The calculation results above show a predictive relevance value of 0.9446, which is greater than zero. This indicates that 94.46% of the variance in employee motivation and performance (the dependent variables) is explained by the independent variables employed. Thus, the model is considered valid and possesses relevant predictive capability.

c. Hasil Pengujian Hipotesis (Estimasi Koefisien Jalur)

This significance value was obtained using a bootstrapping procedure. Hypothesis significance is assessed by examining the parameter coefficient and the T-statistic significance value in the bootstrapping algorithm report; a result is considered significant if the T-statistic exceeds 1.96. Alternatively, significance can be determined by the p-value; a result is considered significant if the p-value is less than alpha (α) 0.05. The bootstrapping results are presented below.

Table 8. Hypothesis Testing Results

	Original Sample	Standard Deviation	T-Statistics	P Values	Remarks
Compensation -> Motivation	0.281	0.274	1.026	0.306	Not significant
Work Environment -> Motivation	0.404	0.252	1.599	0.111	Not significant
Motivation -> Employee Performance	0.246	0.076	3.223	0.001	Positive – significant
Compensation -> Employee Performance	0.343	0.144	2.377	0.018	Positive – significant

	Original Sample	Standard Deviation	T- Statistics	P Values	Remarks
Work Environment -> Employee Performance	0.443	0.154	2.871	0.004	Positive – significant
Mediasi					
Compensation -> Motivation -> Employee Performance	0.069	0.075	0.925	0.355	Not Mediating
Work Environment -> Motivation -> Employee Performance	0.099	0.065	1.526	0.128	Not Mediating

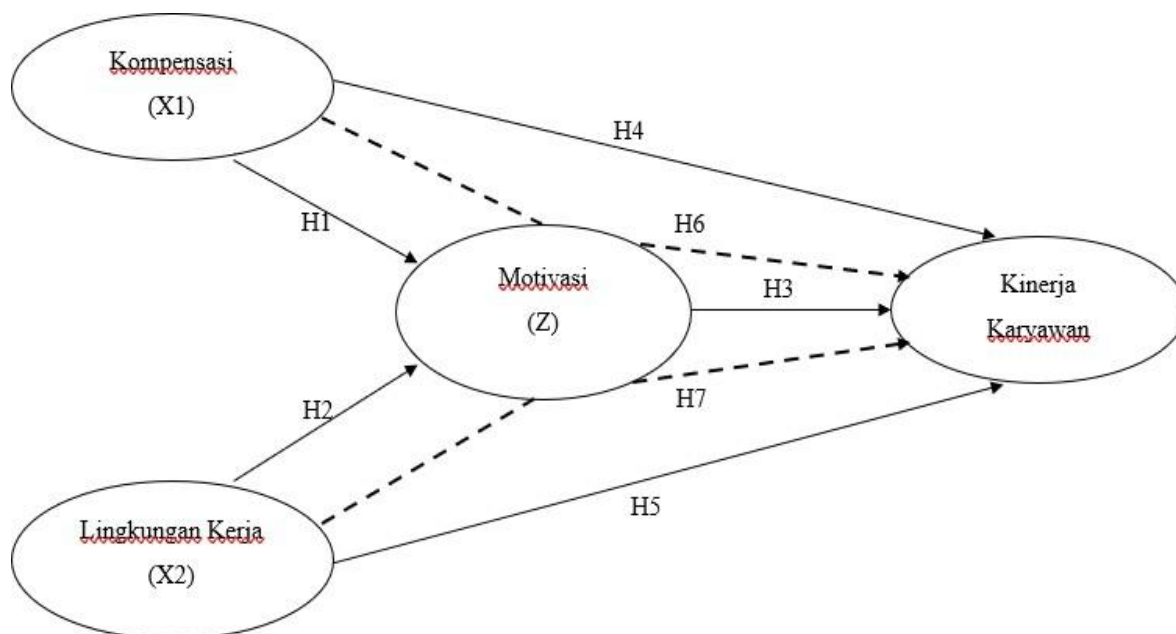


Figure 3. Framework

DISCUSSION

1. The Effect of Compensation on Motivation

Based on the hypothesis testing that was carried out, it was found that Compensation does not affect Motivation. Compensation has a T-statistic value of 1.021 < the T-table value at alpha 5% (1.96) and a P-value of 0.308 > 0.05, along with an original sample value of -0.147; therefore, H1 means that Compensation does not affect Motivation. This hypothesis result is in line with research previously conducted by Aprilia Kristiani, Lies Putriana, and Fahrudin Salim (2022), which showed that Compensation does not affect Motivation.

Compensation has a positive but not significant effect on Motivation, indicating that the compensation received does not have much influence on employees' motivation.

2. The Effect of Work Environment on Motivation

Based on the hypothesis testing that was carried out, it was found that Work Environment does not affect Motivation. Compensation [sic, as in the original] has a T-statistic value of $1.021 < \text{the T-table value at alpha } 5\% (1.96)$ and a P-value of $0.308 > 0.05$, along with an original sample value of -0.147 ; therefore, H1 means that Work Environment does not affect Motivation. This hypothesis result is in line with research previously conducted by Brenda U. C. Warongan, Lucky O. H. Dotulong, and Genita G. Lumintang (2022), which showed that Work Environment does not affect Motivation.

This means that there is no effect between the physical or non-physical Work Environment variable on Employee Performance. Improving employee performance in a company requires creating a comfortable working atmosphere, supported by an adequate work environment condition, both the physical work environment (covering workspace, work equipment, and cleanliness of the workplace) and the non-physical work environment (covering the relationship between superiors and subordinates as well as the relationship among fellow employees).

3. The Effect of Motivation on Employee Performance

Based on the hypothesis testing in this study, a T-statistic value of 3.223 , an original sample value of 0.246 , and a P-value of 0.001 were obtained. The T-statistic value is greater than the T-table value of 1.96 , the original sample value is positive, and the P-value is less than 0.05 ; these results show that Motivation has a positive and significant effect on Employee Performance. This hypothesis result is in line with research previously conducted by Idul Fitri Sultan (2021), which showed that Motivation has a positive and significant effect on Employee Performance. This is because motivation drives employees to work harder and longer to achieve goals. When employees have a strong internal drive, they do not easily give up when facing difficulties or challenges. They will keep trying until the task is completed properly.

4. The Effect of Compensation on Employee Performance

Based on the hypothesis testing in this study, a T-statistic value of 2.377 , an original sample value of 0.343 , and a P-value of 0.018 were obtained. The T-statistic value is greater than the T-table value of 1.96 , the original sample value is positive, and the P-value is less than 0.05 ; these results show that Compensation has a positive and significant effect on Employee Performance. This hypothesis result is in line with research previously conducted by Dyah Retno Ayu Pramita, Djawoto Djawoto, and Hendri Soekotjo (2020), which showed that Compensation has a positive and significant effect on Employee Performance.

5. The Effect of Work Environment on Employee Performance

Based on the hypothesis testing in this study, a T-statistic value of 2.871 , an original sample value of 0.443 , and a P-value of 0.355 [as stated in the original text; note this appears inconsistent with the P-value of 0.004 reported in Table 8] were obtained. The T-statistic value is greater than the T-table value of 1.96 , the original sample value is positive, and the P-value is less than 0.05 ; these results show that Work Environment has a positive and significant effect on Employee Performance. This hypothesis result is in line with research previously conducted by Rio Mattajang, Andini Nurwulan, and Oktafian Cahya Dwi Hardin

(2022), which showed that Work Environment has a positive and significant effect on Employee Performance. This is because a comfortable and supportive work environment that provides recognition can increase employees' intrinsic and extrinsic motivation. Employees feel valued and motivated to give their best.

6. The Effect of Compensation on Employee Performance through Motivation

Based on the hypothesis testing in this study, a T-statistic value of 0.925, an original sample value of 0.069, and a P-value of 0.061 [as stated in the original text; note this appears inconsistent with the P-value of 0.355 reported in Table 8] were obtained. The T-statistic value is less than the T-table value of 1.96, the original sample value is positive, and the P-value is greater than 0.05; these results show that, without involving the mediating variable, Compensation can directly affect employee performance. This result is in line with research by Novia Vrisnainila Noer, Alwi Suddin, and Untung Sriwidodo (2020), which found that, without involving a mediating variable, Compensation can directly affect employee performance. This is because employees who receive good compensation will have improved performance even if those employees have relatively low motivation.

7. The Effect of Work Environment on Employee Performance through Motivation

Based on the hypothesis testing in this study, a T-statistic value of 1.526, an original sample value of 0.099, and a P-value of 0.128 were obtained. The T-statistic value is less than the T-table value of 1.96, the original sample value is positive, and the P-value is greater than 0.05; these results show that, without involving the mediating variable, Work Environment can directly affect employee performance. This result is in line with research by Nunu Nurjaya (2021), which found that, without involving a mediating variable, Work Environment can directly affect employee performance. This is because employees who experience a good work environment will have improved performance even if those employees have relatively low motivation.

CONCLUSIONS

This study aims to identify and analyze the variables of workload, work stress, compensation, employee performance, and work discipline. The results of this study were obtained from research on employees of CV Rich Jaya Laundry. From the research that has been conducted, the following conclusions can be drawn:

1. Compensation does not affect work motivation at CV Rich Jaya Laundry. This indicates that increased compensation given to employees does not substantially increase employee motivation.
2. Work environment does not affect work motivation at CV Rich Jaya Laundry. This indicates that a good work environment does not substantially affect employee motivation.
3. Motivation has a positive and significant effect on employee performance. This indicates that employees who have high motivation will improve the performance of existing employees.
4. Compensation has a positive and significant effect on employee performance at CV Rich Jaya Laundry. This indicates that the higher the compensation given, the more it can affect and improve the performance of employees at CV Rich Jaya Laundry.
5. Work environment has a positive and significant effect on employee performance at

CV Rich Jaya Laundry. This indicates that a good work environment can affect and improve the performance of employees at CV Rich Jaya Laundry.

6. Regarding the effect of Compensation on Employee Performance through Motivation, this indicates that, without involving a mediating variable, Compensation can directly affect the performance of employees at CV Rich Jaya Laundry. This is because employees who receive good compensation will have improved performance even if those employees have relatively low motivation.
7. Regarding the effect of Work Environment on Employee Performance through Motivation, this indicates that, without involving a mediating variable, Work Environment can directly affect the performance of employees at CV Rich Jaya Laundry. This is because employees who experience a good work environment will have improved performance even if those employees have relatively low motivation.

SUGGESTIONS

Based on the conclusions above, the following suggestions can be put forward as considerations for the company and employees of CV Rich Jaya Laundry, as well as for future researchers:

1. Suggestions for CV Rich Jaya Laundry

- a. The company should make improvements to the employee payroll system so that employees can receive their wages on time, which can increase their motivation at work.
- b. The company should pay attention to relationships among employees so that there are no disputes and good relationships are built, for example through team collaboration, team-building activities outside the office, or simply company events that bring employees closer together.
- c. The company can carry out an in-depth analysis of the time given to employees, because the company needs to provide sufficient time for employees to rest, so that employees can achieve maximum results.
- d. The company should consider providing appropriate salaries to employees, because every employee always wants to receive a salary that matches the work they have done; this will affect and improve employee performance itself.
- e. The company should create a safe space for employees to voice complaints and needs related to work equipment. This can be done through discussion forums, team meetings, or anonymous surveys. Find out why the equipment is considered inadequate — whether it is outdated, frequently broken, not suited to task needs, or insufficient in quantity.
- f. The company should pay attention to its employees so as to build their work motivation, enabling them to achieve maximum performance, such as by paying attention to the payroll system, considering the salary given, and managing time so that salary payments are not late.
- g. The company should pay attention to the work environment so that employees feel comfortable at work and are motivated to achieve good performance, such as by paying attention to relationships among employees, holding company activities,

creating a comfortable working space, and addressing every complaint and need of employees.

2. Suggestions for Future Researchers

Suggestions for future researchers who will conduct research in the same field and use this thesis as a reference: it needs to be reviewed further, as there is a possibility that some statements are not entirely appropriate, because the author feels there are still many shortcomings and limitations in completing this thesis.

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