



Work Motivation as a Mediation of Compensation and Work Environment on Employee Performance

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ABSTRACT

There are still employee complaints that the compensation is not consistent with the concept of justice, the existing facilities at the research site are insufficient to perform community service duties, the facilities that require quantity and quality improvements. This study aims to prove the effect of compensation, facilities, and work environment on the job satisfaction of environmental employees in Kendal Regency. This research is included in quantitative research using SPSS 16 and research design using associative approach. The associative approach was carried out with the aim of finding the effect of compensation and work environment on performance mediated by work motivation. The time of the research was from January 2020 to April 2020. The population in this study were all district employees, totaling 89 (eighty nine) individuals. The sampling method in this study uses saturated sampling, where due to the limited number of populations, it is possible for the population to be sampled. The sample in this study in this study were district employees totaling 88 (eighty eight) people (minus the researcher). The results show that There are effects of compensation and work environment on work motivation, employees in Semarang Regency. There are effects of compensation and work environment, work motivation on the Performance of Environmental Employees in sub-districts of Semarang Regency. There is an effect of the work environment on work motivation and does not have an impact on the performance of environmental employees in sub-districts of Semarang Regency.

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1. Introduction

Bureaucratic reform has been and is being carried out in all lines of government departments/institutions both at the central and regional levels. In an effort to improve the performance of its apparatus, the government (c.q. Menpan) establishes a performance-based personnel management program. Compensation is all the rewards received by the employee for the work of the employee in the organization. Compensation can be physical or non-physical and must be calculated and given to employees according to the sacrifices they have made. Compensation is the main cost of expertise or work and loyalty in business organizations in the 21st century.

The performance of civil servants in sub-districts of Semarang Regency needs special attention, because the performance of their employees is considered not optimal. According to Suhadi (2006), one of the factors that can affect employee performance is the work environment. Close and mutually helpful relationships between fellow employees will have a good influence on employee morale. There are still many employees who feel that they receive compensation that is less or not commensurate with the work they complete. An inadequate work environment so that employees are less comfortable at work. There is no clear regulation from the central government regarding honorary or contract employees or additional special employees for security or cleanliness.

2. Literature Review

2.1 Human Resource Management

Human resource management is the art of regulating the relationship and role of the workforce to be effective and efficient in helping the realization of organizational goals, employees, and society (Hasibuan, 2009). Managers need to find the best way to employ people to achieve organizational goals and improve organizational performance.

Hasibuan (2009), suggests that the functions in human resources are:

1. Planning (human resources planning) is planning the workforce effectively and efficiently to suit the needs of the organization in helping the realization of goals.
2. Organizing is an activity to organize all employees by determining the division of labor, work relations, delegation of authority, integration, and coordination in the organization chart.
3. Directing is the activity of directing all employees, so that they are willing to cooperate and work effectively and efficiently in helping to help the realization of the organization, employees, and society. Direction is carried out by the leader by assigning subordinates to do all their duties properly.
4. Controlling is the activity of controlling all employees to comply with organizational regulations and work according to plan. If there are deviations or errors, corrective actions and plan improvements are made.
5. Procurement is the process of withdrawal, selection, placement, orientation, and induction to get employees who are in accordance with the needs of the organization.
6. Development is the process of improving the technical, theoretical, conceptual, and moral skills of employees through education and training.
7. Compensation is the provision of direct and indirect remuneration, money or goods to employees in return for services provided to the organization.
8. Integration is an employee activity to unite the interests of the organization and the needs of employees, in order to create harmonious and mutually beneficial cooperation.
9. Maintenance is an activity to maintain or improve the physical, mental and loyalty conditions of employees, so that they will continue to work together until retirement.
10. Discipline is the most important HRM function and the realization of goals because without good discipline it is difficult to achieve maximum goals. Discipline is the desire and awareness to obey organizational rules and social norms.
11. Dismissal is the termination of a person's employment relationship from an organization.

2.2 Compensation

Compensation is one of the variables that affect employee performance, so organizations must implement a compensation system. A compensation arrangement is an important factor to be able to attract, maintain and retain workers. Compensation can be financial or non-financial, although in general the term compensation is used as or in the sense of administering salaries and wages.

Compensation is the overall arrangement of providing remuneration for "employers" and "employees" that a clear compensation will be able to increase or decrease Job Performance, job satisfaction, and employee motivation. Compensation can be physical or non-physical and must be calculated and given to employees according to the sacrifices they have made to the organization where they work.

The provision of compensation is one of the implementation of HR functions related to all types of giving individual awards in exchange for carrying out organizational tasks. Compensation is an important component that needs to be considered in spurring motivation, creating work satisfaction and ultimately leading to increased productivity.

2.3 Work Environment

The work environment is something that surrounds the workers which includes light, color, air, sound and music that affect them in carrying out their duties. According to The Liang Gie (2010) the work environment is all physical factors that together constitute a physical atmosphere that surrounds a workplace.

2.4 Work Motivation

Motivation is the driving force that creates one's work enthusiasm, argues Hasibuan (2001). Malthis argues that motivation is a desire within a person that causes that person to take action. Rivai (2004) argues that it is a set of attitudes and values that influence individuals to achieve specific things. Motivation is an activity that causes, distributes, maintains and encourages human behavior. Leaders need to understand certain people behave in order to influence them to work in accordance with the wishes of the organization.

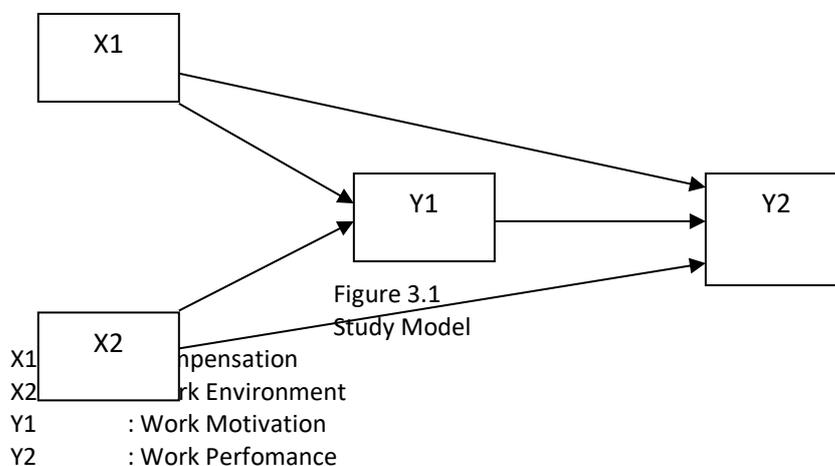
2.5 Job Performance

Employees' Job Performance can be defined as the result of work in quality and quantity that can be achieved by an employee (Mangkunegara, 2000). Organizations can grow, it is the desire of every individual who is in the organization, so it is hoped that with these developments the organization is able to compete and keep up with the times.

Organizational progress is influenced by environmental factors, both internal and external. Meeting the demands of the environment means being able to take advantage of opportunities and overcome challenges. Performance management is a manager's most important role considering its effectiveness is the biggest problem that must be faced by the organization (Slamet,2007).

3. Method

This research is included in quantitative research using SPSS 16 and research design using associative approach. The associative approach was carried out with the aim of finding the effect of compensation and work environment on performance mediated by work motivation. The research model is as follows:



Based on the causal relationship model as described above, this research uses a quantitative approach with a non-experimental design. So the researcher does not treat the research subjects but examines the facts that have occurred and were experienced by the research subjects. This means that manipulation of research variables is not carried out, but only explores the facts of events that have occurred by using a questionnaire containing a number of questions or statements that reflect respondents' perceptions of the variables studied.

The time of the research was from January 2020 to April 2020. The population in this study were all district employees, totaling 89 (eighty nine) individuals. The sampling method in this study uses saturated sampling, where due to the limited number of populations, it is possible for the population to be sampled. The sample in this study were district employees totaling 88 (eighty eight) people (minus the researcher). The primary data was using a questionnaire distributed to respondents. The secondary data was generally in the form of evidence, historical records or reports that have been compiled in published and unpublished archives (documentary data).

4. Results

4.1 Respondents' Description

Below is a description of the respondents based on years of service as follows:

Table 4.1

Description of the respondents

Service Year	Total	Percentage
a. Less than 10 years	22	25

b. 10 – 20 years	35	40
c. 21 – 30 years	10	11,2
d. More than 30 years	21	23,8
Total	88	100

Source: Primary Data Processed (2020).

4.2 Instrument Feasibility Test

4.2.1 Validity Test

A questionnaire or questionnaire is considered valid if it is able to measure what is desired and can reveal data from the variables studied appropriately. Therefore, the high and low validity of the questionnaire indicates the extent to which the data collected does not deviate from the description of the variable in question. The validity used in this study uses the Product moment (PM) formula.

This study uses a significance level (α) of 5%, while the critical value for testing with a sample (n) = 88 if the significance value is <0.05, it can be concluded that the statement used in the study is valid.

Table 4.3.1.1

Compensation Validity Test

No	Description	Significnace	Standard Significance	Description
1	Statement 1	0,561	0,05	Valid
2	Statement 2	0,479	0,05	Valid
3	Statement 3	0,383	0,05	Valid
4	Statement 4	0,429	0,05	Valid
5	Statement 5	0,487	0,05	Valid
6	Statement 6	0,322	0,05	Valid
7	Statement 7	0,391	0,05	Valid
8	Statement 8	0,440	0,05	Valid

Table 4.3.1.2

Work Environment Validity Test

No	Description	Significnace	Standard Significance	Description
1	Statement 1	0,598	0,05	Valid
2	Statement 2	0,667	0,05	Valid
3	Statement 3	0,558	0,05	Valid
4	Statement 4	0,620	0,05	Valid
5	Statement 5	0,565	0,05	Valid
6	Statement 6	0,615	0,05	Valid
7	Statement 7	0,598	0,05	Valid
8	Statement 8	0,601	0,05	Valid
9	Statement 9	0,576	0,05	Valid
10	Statement 10	0,541	0,05	Valid

Table 4.9

Validity of Work Motivation Test

No	Description	Significnace	Standard Significance	Description
1	Statement 1	0,496	0,05	Valid
2	Statement 2	0,250	0,05	Valid
3	Statement 3	0,366	0,05	Valid
4	Statement 4	0,408	0,05	Valid
5	Statement 5	0,404	0,05	Valid
6	Statement 6	0,085	0,05	Valid
7	Statement 7	0,394	0,05	Valid
8	Statement 8	0,338	0,05	Valid
9	Statement 9	0,201	0,05	Valid
10	Statement 10	0,351	0,05	Valid

4.2.2 Reliability Test

Reliability testing aims to measure the level of ability of an instrument, so that it can produce consistent and error-free data. The level of reliability can be seen in the Cronbach alpha value, a variable is said to be good if it has a Cronbach alpha value of 0.6 as can be seen in the table as follows:

The technique used to determine the reliability of this research is the Cronbach alpha technique, where the reliability index is declared reliable if the r value obtained is at least 0.60. The existing values are entered into the formula, and produce the following reliability coefficient values.

Tabel 4.3.2
Reliability Test

No	Variable	Alpha	Alpha Standard	Description
1.	Compensation	0,743	0,6	Reliable
2.	Work environment	0,721	0,6	Reliable
3.	Work motivation	0,663	0,6	Reliable

Based on the results of the reliability test in table 4.13 above, it shows that each variable has a Cronbach alpha value > from the standard alpha of 0.6, meaning that all statements in the questionnaire are declared reliable so that it comes to the conclusion that the questionnaire can be used to measure the actual situation.

4.3 Data Analysis Results

4.3.4.1 Multiple Linear Regression

Regression analysis in this study is used to determine the effect of the independent variable on the dependent variable, which is further explained as follows:

Table 4.3.4
Multiple Linear Regression Analysis Results
Coefficients^a (Model 1)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	3.569	460		7.761	.000
X1	.326	.099	.280	3.283	.001
X2	.459	.064	.612	7.171	.000

a. Dependent Variable: Y1

Coefficients^a (Model 2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	.976	.482		2.026	.046
X1	.294	.084	.305	3.482	.001
X2	.174	.057	.287	3.036	.003
Y1	.289	.090	.301	3.201	.002

a. Dependent Variable: Y2

Based on the results of the multiple linear regression analysis obtained, the following multiple linear equations are made:

$$Y1 = \beta.X_1 + \beta.X_2$$

$$Y1 = -.280X_1 + 0,612X_2$$

$$Y2 = \beta.X_1 + \beta.X_2 + \beta.Y1$$

$$Y2 = 0,305X_1 + 0,287X_2 + 0,301Y1$$

Persamaan linear berganda tersebut dapat disimpulkan :

- 1) The first regression coefficient shows that Compensation has a significance value of less than 0.05. This shows that compensation has a significant effect on work motivation.
- 2) The first regression coefficient shows that the work environment has a significance value of less than 0.05. This shows that the work environment has a significant influence on work motivation.
- 3) The second regression coefficient shows that Compensation has a significance value of less than 0.05. This shows that compensation has a significant effect on employee performance.

4) The second regression coefficient shows that the environment has a significance value of less than 0.05. This shows that work motivation has a significant influence on employee performance.

The second regression coefficient shows that work motivation has a significance value of less than 0.05. This shows that work motivation has a significant influence on employee performance.

5. Discussion

5.1 The Effect of Compensation on Employee Work Motivation in Sub-districts

Based on the results of the t-test analysis (partial) in table 4.17, it shows that the significance value for the compensation variable is 0.001 less than the probability value of 0.05 and the t-count value is 3.283 which is greater than the t-table value of 1.663, so the compensation variable has a positive and significant effect on motivation. employee work in sub-districts This means that the first hypothesis is accepted.

Compensation (X1) has a direct effect on work motivation (Y1). The hypotheses tested are as follows:

H₀ : $\beta_1 = 0$; Compensation has no effect on work motivation.

H₀ : $\beta_1 \neq 0$; Compensation affects work motivation

Based on this, it can be seen that compensation has a significant effect on work motivation (P/probability/count significance <0.05).

The calculation results show that there is a positive and significant effect of compensation on work motivation, meaning that a large compensation for employees will certainly bring high motivation from employees. This can be seen from the significance value of Compensation (X1) of 0.001 < 0.05.

Large compensation for employees in sub-districts of Semarang Regency, is a capital for district government organizations to be able to realize high work motivation. Employees with high compensation are fully motivated to complete their tasks.

Compensation for environmental employees in sub-districts of Semarang Regency includes receiving salary/performance benefits on time, appropriate and appropriate with the workload carried out. The existence of health and safety insurance for employees is also an integral part of the compensation received. In addition, there is also the availability of complete office equipment/equipment facilities to support employee performance in sub-districts of Semarang Regency.

The findings from the results of the respondents' responses to the Compensation variable which consists of four dimensions indicate that the dimensions of employees receiving salary/performance allowances on time get the highest response with an average score of 3.93. This is indicated by the responses from respondents that employees in the sub-district receive salary/performance benefits on time. with financial management using the Regional Financial Management Information System (SIPKD) on line financial administration is carried out routinely according to the schedule set by the Regional Government of Semarang Regency. Employees can receive salaries in a timely manner and there are rules for non-cash financial receipts, the salaries go directly to their respective employee accounts.

The other dimension that got the lowest score was complete office equipment facilities with an average score of 3.64. Employees carry out work effectively and efficiently and cannot be carried out optimally because not all office equipment is complete. The sub-district head has difficulty in adding equipment due to the lack of the Regional Revenue and Expenditure Budget (APBD). Budgeting is carried out in accordance with the priority scale of regional development and the Renja in each Regional Apparatus Organization (OPD). To fulfill complete office equipment, it is carried out in stages, so that it does not interfere or reduce activities that are the main priority in each regional agency.

The results of this study are in line with the results of research from Nancy L Pioh, Hendra N Tawas, 2016 which found that compensation simultaneously contributes to work motivation. also has a significant positive effect on employee work motivation.

5.2 The Influence of the Work Environment on Employee Work Motivation in Sub-districts.

Based on the results of the t-test analysis (partial) in table 4.17, it shows that the significance value for the work environment variable is 0.000 less than the probability value of 0.05 and the t-count value is 7.171 greater than the t-table value of 1.663, the work environment variable has a positive effect and significant effect on employee work motivation in sub-districts This means that the second hypothesis is accepted.

The work environment (X2) has a direct effect on work motivation (Y1). The hypothesis being tested is as follows:

H₀ : $\beta_2 = 0$; The work environment has no effect on work motivation.

H₀ : $\beta_2 \neq 0$; The work environment has an effect on work motivation.

Based on this, it can be seen that the work environment has a significant effect on work motivation (P / probability / statistical significance < 0.05).

The work environment has a positive effect on work motivation, meaning that the more adequate the work environment of an employee, the higher the work motivation. This can be seen from the significance value of the work environment variable (X2) of $0.000 > 0.05$.

The work environment in sub-districts is very concerned in order to create comfort in the work of employees. Some supporters of the work environment are lighting, ventilation, sound, music, security, relationships with coworkers, and others. The Camat tries to maintain close relationships and help each other among employees, between subordinates and superiors so that a working environment and binding working relationships will be created between people within the Subdistrict.

From the results of the respondents' responses to the work environment variable which consists of five dimensions, it shows that the dimensions of workspace ventilation are sufficient to get the highest response with an average score of 3.95. responses from respondents that employees in the sub-district feel comfortable in working with a room that is sufficiently ventilated for air exchange. The sub-district head hopes that with a comfortable enough space, the motivation of employees in the sub-district will be maximized at work.

For the Security dimension, namely a conducive work situation, the lowest score with an average score of 3.67. The existence of periodic employee rotation is a polemic in itself in creating a conducive work environment. Here the role of a Camat is required to be able to create a conducive work environment. Staff meeting activities, field meetings there, out bone activities are regularly carried out by the Camat in an effort to create conduciveness for employees within sub-districts.

The results of this study are in line with the results of research from Darmawan Ardi Nugraha, 2015 which found that the university work environment directly affects the work motivation of lecturers at the Polytechnic Indonusa Surakarta. also has a significant positive effect on employee work motivation.

5.3 The Effect of Compensation on the Performance of Employees in Sub-districts

Berdasarkan hasil analisa uji uji t (parsial) pada table 4.18 menunjukkan bahwa nilai signifikansi untuk variabel Kompensasi 0,001 lebih kecil dari nilai probabilitas 0,05 dan nilai t hitungnya adalah 3,482 lebih besar performance (P/ probability/significance count < 0.05). The calculation results show that compensation has an dari nilai t table 1,663 maka variabel Kompensasi berpengaruh positif dan signifikan terhadap kinerja pegawai di Kecamatan Artinya bahwa hipotesa ketiga diterima, sehingga bisa dikatakan bahwa jika Kompensasi meningkat maka kinerja akan meningkat.

Kompensasi (X1) berpengaruh langsung terhadap kinerja pegawai (Y2). Hipotesis yang diuji sebagai berikut :
 $H_0 : \beta_3 = 0$; Compensation has no effect on employee performance.
 $H_0 : \beta_3 \neq 0$; Compensation affects employee performance.

Based on this, it can be seen that compensation has a significant effect on device performance (P/ probability/significance count < 0.05). The calculation results show that compensation has an effect on performance. This can be seen from the significance value of the Compensation variable (X1) of $0.001 < 0.05$.

The provision of compensation is one of the implementation of HR functions related to all types of giving individual awards in exchange for carrying out organizational tasks. Compensation is an important component that must be considered in stimulating and creating work satisfaction which ultimately leads to increased productivity. The compensation in Semarang Regency is quite high compared to other Regencies such as Kendal, Magelang, Demak and others. The Camat tries to set an example and encourage employees to be more orderly and disciplined at work, so that there is no jealousy among employees.

The results of this study are in line with the results of research from Ratna Ursula Setiadi, 2016 which found that compensation and work motivation are positively, significantly and simultaneously influential to employee performance at PT semen indonesia. also has a significant positive effect on employee work motivation.

5.4 The Effect of Compensation on the Performance of Employees in Sub-districts

Based on the results of the t-test analysis (partial) in table 4.18 shows that the significance value for the compensation variable is 0.001 less than the probability value of 0.05 and the t-count value is 3.482 which is greater than the t-table value of 1.663, the compensation variable has a positive and significant effect on performance. employees in sub-districts This means that the third hypothesis is accepted, so it can be said that if compensation increases, performance will increase.

Kompensasi (X1) has a direct effect on employee performance (Y2). The hypothesis being tested is as follows:

$H_0 : \beta_3 = 0$; Compensation has no effect on employee performance.

$H_0 : \beta_3 \neq 0$; Compensation affects employee performance.

Based on this, it can be seen that compensation has a significant effect on device effect on performance. This can be seen from the significance value of the Compensation variable (X1) of $0.001 < 0.05$.

The provision of compensation is one of the implementation of HR functions related to all types of giving individual awards in exchange for carrying out organizational tasks. Compensation is an important component that must be considered in stimulating and creating work satisfaction which ultimately leads to increased productivity. The compensation in Semarang Regency is quite high compared to other Regencies such as Kendal, Magelang,

Demak and others. The Camat tries to set an example and encourage employees to be more orderly and disciplined at work, so that there is no jealousy among employees.

The results of this study are in line with the results of research from Ratna Ursula Setiadi, 2016 which found that compensation and work motivation are positively, significantly and simultaneously influential to employee performance at PT semen indonesia. also has a significant positive effect on employee work motivation.

5.5 The Influence of the Work Environment on the Performance of Village Employees in Sub-districts

Based on the results of the t-test analysis (partial) in table 4.18 shows that the significance value for the work environment variable is 0.003 less than the probability value of 0.05 and the t-count value is 3.036 greater than the t-table value of 1.663, the work environment variable has a positive and significant effect. on the performance of employees in sub-districts This means that the fourth hypothesis is accepted, so it can be said that if the work environment is adequate, performance will increase.

The work environment (X2) has a direct effect on employee performance (Y2). The hypothesis being tested is as follows:

$H_0 : \beta_4 = 0$; The work environment has no effect on employee performance.

$H_0 : \beta_4 \neq 0$; The work environment has an effect on employee performance.

Based on this, it can be seen that the work environment has a significant effect on employee performance (P / probability / statistical significance < 0.05).

The work environment has an effect on performance. This can be seen from the significant value of the work environment variable (X2) of 0.003 < 0.05. The work environment of employees in sub-districts of Semarang Regency has an effect on employee performance.

A conducive work environment creates a binding working relationship between employees. A good and conducive working environment in sub-districts will improve employee performance to the maximum. In addition to this, work equipment facilities, layout, cleanliness, ventilation and security also affect employee performance. The Camat tries to do this by holding regular staff meetings. In this way, it is hoped that all problems can be parsed and resolved effectively and efficiently.

The results of this study are in line with the results of research from Darmawan Ardi Nugraha, 2014 which found that there is a strong and positive correlation between the work environment and the performance of PT Tokopedia employees.

5.6 The Influence of Work Motivation on Employee Performance in the Sub-districts.

Based on the results of the t-test analysis (partial) in table 4.18 shows that the significance value for the work motivation variable is 0.002 less than the probability value of 0.05 and the t-count value is 3.201 greater than the t-table value of 1.663, the work motivation variable has a positive and significant effect. on the performance of employees in sub-districts This means that the fifth hypothesis is accepted.

Work motivation (Y1) has a direct effect on employee performance (Y2). The hypothesis being tested is as follows:

$H_0 : \beta_5 = 0$; Work motivation has no effect on employee performance.

$H_0 : \beta_5 \neq 0$; Work motivation has an effect on employee performance.

The results showed that there was a significant effect of work motivation on employee performance. This can be seen from the significance value of the work motivation variable (Y1) of 0.002 < 0.005.

Motivation is the ability of the driving force that creates one's work enthusiasm so that they want to work together, work effectively and be integrated with all their power and efforts. From the results of respondents' responses to the work motivation variable consisting of five dimensions, it shows that the achievement dimension, namely employees always want to develop themselves, gets the highest response with an average score of 4.19. The Camat as the driving force in the sub-district area must be able to encourage employees who want to always develop themselves either in participating in training or technical guidance, continuing education or participating in activities in any field such as sports, arts and so on.

While the dimensions of salary and wages, namely bonuses that employees receive according to what the employees do, get the lowest score with an average score of 3.70. This has been regulated in the Regent's regulation regarding the receipt of employee performance allowances. The maximum allowance or bonus will be received, if all the requirements or elements of the assessment are met. The Camat as the top leader must be able to act decisively and fairly in providing values to get allowances or bonuses in accordance with existing regulations. By holding this principle, employee motivation will be realized.

The results of this study are in line with the results of research from Aryo Primanda, 2016 which found that motivation had a significant effect on job satisfaction. Job satisfaction has an effect on performance. Motivation has an effect on employee performance. Motivation directly affects performance.

5.7 The Effect of Compensation on Work Motivation and Its Impact on Employee Performance in sub-districts.

Based on the results of the mediation test in Figure 4.19, the effect of compensation on work motivation and its impact on employee performance can be seen as follows: Pengaruh Direct (PL) = 0,305 ;

Indirect (PTL) : $0,280 \times 0,301 = 0,084$;
So, $PL > PTL$.

According to the results of the study, it can be seen that work motivation does not affect / mediate compensation on employee performance. This can be seen from the direct influence is greater than the indirect effect. In this study, compensation has a more direct effect on employee performance, because the direct effect is greater than the indirect effect, so the sixth hypothesis is rejected.

Based on this, compensation tends to directly affect employee performance, because the dimensions of wages and salaries, allowances, incentives, facilities, received and conservation from employees will directly affect employee performance. Besides that, the human resources of the sub-district environment employees, which are the main keys, also color the employees so that it has a direct effect on employee performance. When compensation is high, employee performance will also increase, without having to increase employee work motivation.

5.8 The Influence of the Work Environment on Work Motivation and Its Impact on Employee Performance in Sub-Districts.

Based on the results of the mediation test in Figure 4.20, the influence of the work environment on work motivation and its impact on employee performance can be seen as follows:

Direct Impact (PL) = 0,287 ;

Indirect Impact (PTL): $(\beta_2 \times \beta_5) = 0,612 \times 0,301 = 0,184$;

So, $PL > PTL$

According to the results of the study, it can be seen that work motivation influences / mediates the work environment on employee performance. This can be seen from the direct influence is greater than the indirect effect. In this study, the work environment has a direct effect on employee performance, so the seventh hypothesis is rejected.

Based on this, the work environment tends to directly affect employee performance, because the dimensions of lighting, sound, air exchange, cleanliness, and safety received and conservation from employees will directly affect employee performance. Besides that, the human resources of the sub-district environment employees, which are the main keys, also color employee motivation so that it has a direct effect on employee performance. when the environment is adequate, the employee's performance will also increase, without having to increase employee motivation.

6. Conclusions

Based on the results of research, data analysis, and hypothesis testing that have been carried out, the following conclusions can be drawn:

1. There is an effect of compensation on work motivation of environmental employees in Semarang Regency.
2. There is an influence of the work environment on the work motivation of environmental employees in sub-districts of Semarang Regency.
3. There is an effect of Compensation on the Performance of Environmental Employees in sub-districts of Semarang Regency.
4. There is an influence of the work environment on the performance of environmental employees in sub-districts of Semarang Regency.
5. There is an influence of work motivation on the performance of environmental employees in Semarang Regency.
6. There is an effect of compensation on work motivation and does not have an impact on the performance of environmental employees in Semarang Regency.
7. There is an effect of the work environment on work motivation and does not have an impact on the performance of environmental employees in sub-districts of Semarang Regency.

5. Acknowledgement

The implications of the results of this study include several things, namely theoretical implications; managerial implications and organizational implications. Theoretical implications relate to the contribution of research to the development of theories of human resource management, especially in the field of organization regarding compensation, work environment, work motivation and employee performance. Meanwhile, the managerial implications relate to the leadership of the existing regional organizational leaders. The results of this study can contribute to the leadership of regional organizations to improve employee human resources through the variables of compensation, work environment, work motivation and employee performance. The organizational implications are useful for the Semarang Regency Government to formulate regulations in the field of personnel that have an impact on improving employee performance.

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