

Research Article

The Impact of Pay and Workplace Conditions on Employee Performance with Job Satisfaction Acting as an Intermediary

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Abstract

This study uses job happiness as an intervening variable to examine how pay and work environment affect employee performance. This investigation was carried out at the social security organization BPJS Ketenagakerjaan Cilincing Branch. Thirty BPJS Ketenagakerjaan Cilincing Branch employees made up the study's population. The research methodology is quantitative, and questionnaires are utilized to collect data distributed to all employees as research samples. The saturation sampling approach is the method employed in the sampling process. The WarpPls Partial Least Square Structural Equation Modeling (PLS-SEM) approach is the data analysis technique employed. The study's findings indicate that remuneration does not affect employee performance; work environment has an impact on employee performance; compensation does not affect job satisfaction; work environment has an impact on job satisfaction; compensation does not affect employee performance through job satisfaction as an intervening variable; and job satisfaction influences employee performance. The managerial consequence is that regular surveys and evaluations are crucial for understanding the needs of employees and expectations. In this way, companies can identify areas that need improvement and adjust existing policies.

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

JEL Classification: J33, L21, M54

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1. Introduction

A company is established to make a profit by carrying out economic activities, such as production, distribution, or provision of goods and services. A company may be a business entity or a legal entity, such as an individual, a sole proprietorship, a partnership, a limited liability company (PT), or a cooperative. Human resources are a key aspect of an organization's other elements, including capital and technology, since these are under human control. A company's human resources comprise all of its employees. Namely employees (Eri, 2019).

Good company performance shows that the company can generate sufficient income to cover operating costs and benefit shareholders. In addition, good performance also reflects the company's ability to manage resources efficiently, face competition, and adapt to changes in the dynamic business environment.

Human resources are crucial to accomplishing organizational objectives, particularly when it comes to overseeing day-to-day operations, putting business plans into action, and adding value to the firm. Businesses must focus on elements like fair pay and a positive work atmosphere to boost employee performance. Workers are now more conscious of balancing monetary and non-monetary benefits, including the workplace culture, flexibility, and opportunities for growth and self-development, significantly affecting their performance (Putra et al., 2023). Improving staff performance is one of the most prominent problems leaders face. Businesses must create conditions encouraging employees to develop and improve their skills optimally.

The problem has not been achieved, indicating employee performance owned by BPJS Ketenagakerjaan Cilincing Branch. There is a noticeable gap between the recognized potential of employees at BPJS Ketenagakerjaan Cilincing Branch and their actual performance in achieving organizational targets. As a public sector institution responsible for social security services, the performance of BPJS Ketenagakerjaan is vital to community welfare. There is a noticeable gap between the recognized potential of employees at BPJS Ketenagakerjaan Cilincing Branch and their actual performance in achieving organizational targets. However, it does not always accurately represent a person's aptitude or level of effort. Despite employees' best efforts, other internal and external factors may affect the achievement of targets. However, it is crucial to remember that failing to meet goals might hurt the team's overall performance and the company's potential to advance. Effective staff performance is essential to achieve the targets desired by the company. Targeted and effective labor is the key to the company's success. Therefore, the policy of using labor must be designed to ensure that the workforce can work according to the plan that has been set. If the company wants to ensure employee satisfaction with their work, it is essential to improve staff performance. Employee happiness is crucial to the success of the company.

Many factors can cause a decline in employee performance, including compensation. Compensation is an important aspect that companies must provide to employees properly, including financial and non-financial compensation. Employees need compensation such as bonuses, allowances, a comfortable work environment, and tasks that allow them to demonstrate their abilities in order for them to perform at their highest level for the company (Tjahjawati, 2017).

The workplace environment has a significant impact on employee performance in addition to pay. Employees can feel safe and comfortable in the perfect physical and non-physical work environment. Employee motivation and productivity can be negatively impacted by discomfort in the workplace. Additionally, it has been demonstrated that a positive work atmosphere significantly affects employee performance (Saptono et al., 2020). Zulkarnaen & Herlina (2018) Compensation can be given through two methods: first, direct compensation that employees, such as salaries, wages, and incentives immediately feel. The second is indirect compensation, usually through additional benefits and facilities.

Job satisfaction is a mediating factor affecting employee performance, pay, and workplace conditions. When workers believe their efforts are valued and acknowledged and positively affect the team and the business, they are more satisfied with their jobs (Safrizal, 2023; Hasibuan & Afrizal, 2019). Numerous studies have demonstrated that job satisfaction mediates the influence of compensation and the workplace on worker performance (Sanjaya et al., 2021; Zarkasyi et al., 2020), highlighting the significance of establishing a positive workplace culture and paying workers fairly. Khair (2019) Since there is no such thing as absolute job satisfaction, it is typically the outcome of comparison with other circumstances. An employee determines the degree of job satisfaction based on their feelings.

Despite the head office knowing that its employees have the potential and capabilities, employee performance at the BPJS Ketenagakerjaan Cilincing branch is suboptimal, which has hindered the achievement of organizational targets. Internal and external factors such as inadequate pay, an unsupportive work environment, and low job satisfaction have contributed to this problem. Employees require both financial and non-financial rewards, as well as a conducive work environment.

By examining the concurrent effects of pay, This study offers a fresh perspective on the effects of work environment and job satisfaction on employee performance, particularly in the public sector, focusing on the BPJS Ketenagakerjaan Cilincing Branch. This study integrates these factors in a novel approach to understand how job satisfaction affects the relationship between salary, workplace culture, and worker performance, even though these factors have been studied independently in previous studies. Furthermore, this paper clarifies the social security system in Indonesia, which has not gotten much attention in earlier empirical studies.

2. Literature Review and Hypothesis

Organizational Behavior Theory

The leading theory (grand theory) used as the basis for this research is the organizational behavior theory. According to Purnomo and Yudhianto (2023), organizational behavior is the study of how people, groups, and organizational structures affect behavior to apply knowledge to increase the organization's success. The study of organizational behavior examines how people, groups, and structures affect how people behave in organizations to apply that knowledge to improve organizational effectiveness.

Compensation

According to Hamali (2023), compensation is one of the most important elements of human resource management. Issues related to compensation in employment relationships include various aspects such as benefits, salary increases, compensation structures, and pay scales. Meanwhile, according to Jopanda (2019), compensation is a reward for using labor or services provided and is the primary motivation for an employee to work in a company.

Work environment

According to Jopanda (2019), The work environment refers to workplace conditions that may impact how well tasks are performed, such as layout, lighting, air conditioning, and space. Because discomfort can diminish morale and decrease productivity, an uncomfortable workplace can harm employee performance. Management gives the company's work environment top priority. Employee performance is directly impacted by the work environment, even though it is not directly involved in the production process. It contributes to the accomplishment of business objectives.

Employee performance

According to Fitri and Ferdian (2021), Employee performance is the degree to which a worker completes the duties assigned within a specified time frame. The same holds for worker performance. The accomplishment of important tasks following the application of employee efforts at work is known as employee performance. Mangkunegara (2018) defines employee performance as the sum of the quality and amount of work an employee accomplishes while doing their duties according to his responsibilities.

Job satisfaction

Based on Tanjung's opinion (2020), job Employees' perceptions of the quality of their work determine employee satisfaction. It offers items that are deemed significant by workers. Job satisfaction is an emotional reaction to work that encompasses social, affective, and cognitive emotions or attitudes, according to Mundakir and Zainuri (2018). This is a joyful or upbeat emotional state brought on by assessing a person's work or work experience. Job satisfaction arises from employee perceptions of the extent to which their work fulfills things that are considered important.

Research Concept Framework

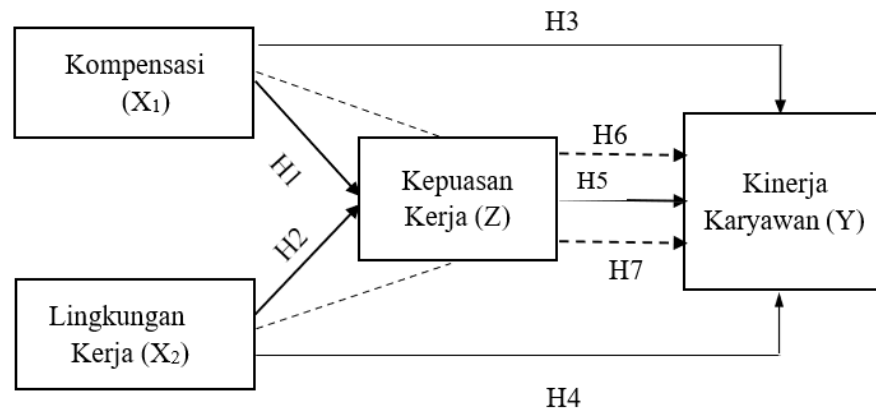


Figure 1. Research Concept Framework

The framework in the figure illustrates the relationship between Compensation (H1), Work Environment (H2), Job Satisfaction (Z), and Employee Performance (Y). It outlines direct and indirect influences among these variables and how they impact overall employee performance at BPJS Ketenagakerjaan Cilincing Branch.

Research Hypothesis

The Influence of Compensation on Employee Performance

Zunaidah & Didik Susetyo (2019) Compensation refers to any form of reward offered to staff members by a business as a token of gratitude for their beneficial contributions to the organization. This remuneration may be in the form of cash or other benefits that the business offers. The goal of paying employees is to encourage them. Furthermore, appreciate their high-performing contributions. Management implements a performance-based compensation system effectively, careful planning and sound management are needed to enhance employee potential and accomplish company goals. According to the study conducted by Ramadanita and Kasmiruddin (2018), employee work satisfaction is significantly impacted by the remuneration component. Based on the findings of this study, Ayu et al. (2020) conclude that compensation positively and significantly impacts employee performance. Based on the description above, the hypothesis proposed in this study is:

H1: Compensation Affects Employee Performance.

The Influence of Work Environment on Employee Performance

Khaeruman et al. (2021) Everything that surrounds people while they are working and has the potential to impact their performance during working hours is considered the work environment. The company's work environment must be a significant issue for management. Although the work environment does not directly carry out duties, it directly impacts the employees who do. A comfortable work environment provides security and allows employees to work more optimally. If employees feel comfortable They will feel more at ease performing tasks at work given their current surroundings. The findings of this study suggest that the work environment impacts employee performance, which is consistent with the findings of a study by Shammout (2022). The findings of this study suggest that employee performance is impacted by the work environment (Pandigan & Sudjiman, 2022). Kosvera et al. (2022) state that this study demonstrates how the non-physical work environment impacts employee performance. In light of the aforementioned description, the study's hypothesis is:

H2: Work environment influences employee performance.

The Influence of Compensation on Job Satisfaction

Zunaidah and Didik Susetyo (2019) stated that compensation allows employees to fulfill their physical needs, social status, and ego, thereby increasing their satisfaction in doing their duties at work. According to the findings of a study by Abdulah (2021), pay significantly affects job satisfaction. According to this study, pay can improve job satisfaction directly and indirectly if implemented with justice and fairness in mind. Then, according to Adolfini and Roring (2018), their study's findings indicated that, while not statistically significant, pay positively impacts job satisfaction. In light of the aforementioned description, the study's hypothesis is:

H3: Compensation Affects Job Satisfaction.

The Influence of Work Environment on Job Satisfaction

Mahawati et al. (2021) The An employee's experience at work is significantly influenced by their workplace. Most of an employee's time is spent at work, significantly affecting them. Therefore, employees' contentment with their workplace may positively affect their output. According to Saptono et al.'s (2020) research, job satisfaction is significantly impacted by the workplace environment. As a result, improving employee job satisfaction will be significantly impacted by the company's work environment. Next, Irma Ade (2020) asserts that the workplace influences job happiness. In light of the aforementioned description, the study's hypothesis is:

H4: Work Environment Affects Job Satisfaction.

The Influence of Compensation on Performance Through Job Satisfaction as an Intervening Variable

Khaeruman et al (2021) Intensive training provided to employees will motivate and increase their work enthusiasm and provide personal satisfaction and satisfactory results from the recently finished job. The findings of a study by Januarty et al. (2020) demonstrate that pay significantly and favorably affects worker performance through job satisfaction. According to a study by Sanjaya et al. (2021), work satisfaction is an intervening variable in the relationship between salary and employee performance. Through job satisfaction, remuneration has a favorable and considerable impact on performance, according to Indra Prasetyo (2023). Efendi & Yusuf (2021) demonstrate that, with work satisfaction as an intervening variable, salary has a positive but negligible impact on performance. In light of the aforementioned description, the study's hypothesis is:

H5: Compensation Affects Employee Performance with Job Satisfaction as an Intervening Variable.

The Influence of Work Environment on Performance Through Job Satisfaction as an Intervening Variable

Khaeruman et al. (2021) The purpose of creating a work environment for the company is to improve employee performance and motivation to favor their work output. Therefore, employee satisfaction with the company's facilities and the outcomes they attain is anticipated. According to research by Zarkasyi et al. (2020), job satisfaction levels indicate that the work environment positively affects employee performance. Ende & Firdau (2021) claim that job happiness may mediate the connection between employee performance and the workplace. Siagian and Khair (2018) demonstrate that the impact of the work environment on employee performance cannot be mitigated by job happiness. In light of the aforementioned description, the study's hypothesis is:

H6: Work Environment Affects Employee Performance with Job Satisfaction as an Intervening Variable

The Influence of Job Satisfaction on Employee Performance

Mahawati et al. (2021) The level of job satisfaction can affect how a person works in an organization. Satisfaction or dissatisfaction with work can affect employee productivity, causing them to be more diligent, lazy, or exhibit various other behaviors. Based on research by Khusnah (2020) demonstrates how employee performance is impacted by work happiness. According to Indrayana and Sekarsari (2023), job satisfaction significantly impacts employee performance. A worker's performance improves with their degree of job satisfaction. Nurrohmat and Lestari (2021) demonstrate how employee performance is impacted by job satisfaction. Overall, PT Kahatex,

Bandung Regency's staff performance, and job satisfaction fall into the "quite satisfied" and "good" range. Considering the description above, the hypothesis proposed in this study is:

H7: Job Satisfaction Affects Employee Performance.

3. Data and Method

Types of research

The type of research applied, Associative research, which is grounded on positivism, is used in this study. This method involves using research equipment to gather data, which are subsequently subjected to statistical or quantitative analysis to explore a specific population or sample. The primary goal is to test the previously formulated hypothesis.

Data collection technique

This study collected data through a questionnaire approach. The questionnaire was closed, and each question had predetermined answer options, facilitating data analysis. This questionnaire will be distributed directly to employees of BPJS Ketenagakerjaan Cilincing Branch. This data collection method is a list of statements that aim to collect the information needed to produce specific data, with questions that focus on indicators of the variables studied.

Population and Sample

The population in this study were all employees at BPJS Ketenagakerjaan Cilincing Branch in 2024, which was 30 people. Sampling in this study used the nonprobability sampling method. Then, the technique used is saturated sampling. Saturated sampling is a technique in which all population members are used as samples. This technique is generally applied when the population size is relatively small, which is less than 30 people. Therefore, the number of samples in this study was 30 people.

Data Analysis Methods

Partial Least Square Structural Equation Modeling (PLS-SEM), with the aid of the WarpPLS 8.0 program, is the data analysis technique employed in this study to analyze data and assess the direct and indirect interactions between variables. This study's application of the PLS-SEM approach is based on a complex model that includes a few independent, mediator, and dependent variables with either a long-term or short-term relationship. PLS-SEM can analyze long-term and short-term effects simultaneously and is useful for exploratory research to predict employee work habits. In addition, PLS-SEM can function optimally at small to large sample sizes and does not require a standard data distribution assumption. The WarpPLS 8.0 program makes analysis more practical and the results easier to understand and interpret.

4. Results

Evaluation of Measurement Model (Outer Model)

Table 1. Results of Measurement Model Evaluation

Indicator	Item Details	Loading Factor	P-Value	Information
Compensation Variable				
	Composite Reliability 0.860 > 0.7			
	Average Variance Extracted (AVE) 0.507 > 0.5			
Work Environment Variables				
	Average Variance Extracted (AVE) 0.509 > 0.5			
	Composite Reliability 0.934 > 0.7			
Employee Performance Variables				
	Average Variance Extracted (AVE) 0.645> 0.5			
	Composite Reliability 0.948 > 0.7			

Job Satisfaction Variables
Average Variance Extracted (AVE) 0.692 > 0.5
Composite Reliability 0.947 > 0.7
Source: Processed data (2024)

Based on Table 1, the compensation, work environment, and job satisfaction variables all show convergent validity with significant factor loading values. In compensation, item KO.4 has the highest value (0.895), with incentive indicators playing an important role, and AVE 0.565 and reliability 0.909. In the work environment variable, item LK.1, with a value of 0.862, shows a significant explanation, AVE 0.509, and reliability 0.934. Meanwhile, job satisfaction has the highest value in item KK.5 (0.896) related to satisfaction with coworkers, with AVE 0.692 and reliability 0.947. The three variables meet the criteria for good validity and reliability in the study.

Discriminant Validity Results

Table 2. Cross Loading Values

	Compensation	Work environment	Employee performance	Job satisfaction
KO.1	0.710	-0.579	0.902	0.176
LK.1	0.024	0.862	-0.691	0.504
K.3	-0.214	0.149	0.859	-0.044
KK.3	-0.067	0.327	-0.428	0.883

Source: Processed data (2024)

Based on Table 2, each indicator in the compensation variable has a higher cross-loading value than other variables. Therefore, the indicators used for the compensation variable have shown good discriminant validity in their preparation.

The work environment variable also has a higher cross-loading value than other variables. This shows that the indicators used for the work environment variable already have good discriminant validity in their preparation.

The employee performance variable has the highest cross-loading value compared to other variables. Consequently, the employee performance variable's indicators have good discriminant validity.

The job satisfaction variable has the highest cross-loading value compared to other variables. This indicates that the indicators used to compile the variable have good discriminant validity.

Structural Model Evaluation (Inner Model)

Table 3. Structural Model Evaluation Results

Evaluation Size	Criteria Rules	Model Test Results
R ² or adjusted R ²	Weak ≤ 0.25 Moderate 0.26- 0.45 Strong 0.46 – 0.70 Very strong ≥ 0.70	R ² (Employee Performance) = 0.858 (Very Strong) R ² (Job Satisfaction) = 0.758 (Very Strong)
Q ² predictive relevance	Q ² > 0 = the model has predictive relevance Q ² < 0 = model lacks predictive relevance	Q ² (Employee Performance) = 0.890 (predictive relevance) Q ² (Job Satisfaction) = 0.759 (predictive relevance)

<i>Tenenhaus Goodness of Fit (GoF)</i>	Small if $\geq 0.1 - 0.24$ Medium $\geq 0.25 - 0.35$ Large ≥ 0.36	GoF = 0.698 (Large)
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Source: Processed data (2024)

According to Table 3, the model test results indicated that the variables "employee performance" and "job satisfaction" had R² values of 0.858 and 0.758, respectively, falling into the powerful category (≥ 0.70). This indicates that pay, work environment, and job happiness affect 85.8% of employee performance, and that 75.8% of job satisfaction mediates the relationship between compensation and work environment on performance. This model has predictive relevance with a Q² value of 0.890 for employee performance and 0.759 for job satisfaction. The Tenenhaus Goodness of Fit (GoF) evaluation of 0.698 indicates that this model is perfect.

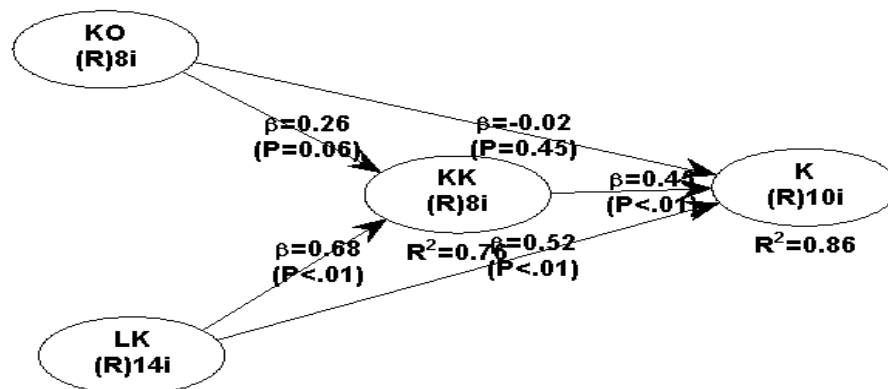


Figure 2. Path Diagram Between Variables

One may observe how one variable affects another by looking at Figure 2, which shows the results of the structural model test. Employee performance and job satisfaction are directly impacted by compensation. Furthermore, job happiness and employee performance are directly impacted by the workplace. Both the association between pay and employee performance and the relationship between the work environment and employee performance are mediated by job satisfaction.

Testing and Discussion of Research Hypotheses

Table 4. Results of Research Hypothesis Testing

Variable Relationship	Coefficient	P-Value	Information
Employee Performance Compensation	-0.024	0.448	Not Significant
Employee Performance Work Environment	0.520	<0.001	Significant
Compensation Job satisfaction	0.264	0.055	Not Significant
Work environment Job satisfaction	0.682	<0.001	Significant
Employee Performance Compensation Job satisfaction	0.120	0.167	Not Significant
Work environment Employee performance Job satisfaction	0.310	0.005	Significant
Job satisfaction Employee performance	0.454	0.002	Significant

Source: Processed data (2024)

5. Discussion

The effect of compensation on employee performance

Hypothesis 1 is disproved since Table 4's findings indicate that pay has no discernible impact on worker performance. This implies that employees at the Cilincing BPJS Ketenagakerjaan Branch consider compensation not to affect their performance. This result is consistent with Pristiawati and Santoso's (2021) study, which indicated that compensation had a negligible and adverse impact. According to Bustomi et al. (2020), the Pagilaran production unit's tea processing workers' performance was unaffected by their pay. Research by Fauziyah (2022), which found that indirect compensation had a negligible impact on employee performance, supports this.

The influence of performance environment on employee performance

Table 4 indicates a noteworthy and favorable impact. Hence, hypothesis 2 is approved. This indicates that the physical and non-physical work environment at BPJS Ketenagakerjaan Cilincing Branch impacts employee performance. A positive work environment can enhance both organizational success and employee performance. These findings are in line with earlier research by Shammout (2022), Pandiangan & Sudjiman (2022), and Dewi & Andri (2023), which found that employees are significantly and favorably impacted by their work environment performance.

Shammout (2022) explored the relationship between work environment factors and employee performance in public sector organizations, emphasizing the role of physical and psychological workplace factors in fostering higher productivity levels. Pandiangan and Sudjiman (2022) conducted research within a similar context, focusing on how work environment variables, such as communication, leadership, and physical space, influence employee performance. Dewi and Andri (2023) examined the interaction between work environment and employee well-being in the service sector, highlighting the impact of material and non-material workplace elements, such as job clarity, leadership styles, and interpersonal relationships.

Compensation's impact on job happiness

Hypothesis 3 is rejected since test 3 demonstrates a positive but negligible influence by the hypothesis. This indicates that at BPJS Ketenagakerjaan Cilincing Branch, pay has no discernible impact on employee happiness. The influence is not statistically significant enough, despite the favorable link. This outcome is consistent with the research of Adolfini and Roring (2018), which found a positive but insignificant influence. Job satisfaction does not only depend on compensation, but also on the fulfillment of other needs. Supporting this, research by Tarigan et al. (2020) emphasizes that job satisfaction is more strongly influenced by intrinsic factors such as recognition, opportunities for personal growth, and the work environment rather than compensation alone.

Kuswati (2020) also argues that job satisfaction arises when employees feel that their psychological and emotional needs are met, not just financial needs. Compensation becomes a secondary factor in a supportive environment with effective leadership and growth opportunities. Thus, at BPJS Ketenagakerjaan Cilincing Branch, while compensation is provided, employees may still feel unsatisfied if other psychological and social factors in the workplace are not adequately addressed.

The influence of the work environment on job satisfaction

The hypothesis that the work environment influences job satisfaction is accepted based on the findings of the hypothesis 4 test, which revealed a significant and positive effect. The work environment at BPJS Ketenagakerjaan's Cilincing Branch is satisfactory to the staff, which impacts their output. These findings align with previous studies by Saptono et al. (2020) and Irma and Ade (2020), which showed that job happiness is positively and significantly impacted by the workplace. A pleasant workplace increases employee comfort and satisfaction.

The effect of compensation on employee performance through job satisfaction as an intervening variable

Job satisfaction has no mediation role in the relationship between pay and employee performance, according to the results of the hypothesis 5 test. The idea that job satisfaction is an intervening

variable between salary and performance is disproved. This implies that pay independent of job pleasure impacts performance. These findings support the assertion made by Efendi & Yusuf (2021) that compensation has a favorable but insignificant effect.

Efendi and Yusuf (2021) found that compensation has a favorable impact on worker performance, but when job happiness is taken into account as a mediator, it has no discernible impact. Research on pay and job satisfaction in a manufacturing setting was done by Liu and Lee (2020), who also found no evidence of a substantial mediation role for job happiness in the link between pay and employee performance. Nguyen and Tran (2021) investigated how employee performance is affected by pay and job satisfaction in the service industry.

The influence of the work environment on employee performance through job satisfaction as an intervening variable

The results of the hypothesis 6 test show a partial mediation effect between the work environment and employee performance through job satisfaction. The hypothesis that the work environment affects performance through job satisfaction is accepted. This shows that the work environment provided by the company provides satisfaction to employees and improves their performance. These results are in line with the research of Khaeruman et al. (2021), Zarkasyi et al. (2020), Ende & Firdaus (2021), Siagian & Khair (2018), which also found a positive and significant effect on job satisfaction as an intervening variable.

The influence of job satisfaction on employee performance

It is accepted based on the examination of hypothesis 7, which claims that employee performance is impacted by job satisfaction. This implies that an employee's performance improves with their level of job happiness. This finding is consistent with studies by Nurrohmat & Lestari (2021), Indrayana & Sekarsari (2023), Khusnah (2020), and Mahawati et al. (2021), which also discovered that job satisfaction significantly and favorably affects employees. Performance.

6. Conclusion

Based on the analysis, the following are conclusions regarding the impact of pay and working conditions on BPJS Ketenagakerjaan Cilincing Branch employees' performance, with job satisfaction acting as a mediating factor: Although some workers desire higher pay, salary has little bearing on how well they perform. While money does not affect job satisfaction because job satisfaction depends on various circumstances, the work environment benefits employee performance by fostering comfort, which enhances performance. The workplace has a beneficial impact on job satisfaction, creating comfort that improves employee satisfaction; because pay alone cannot improve satisfaction and performance, job satisfaction does not mediate the relationship between compensation and performance. Instead, job satisfaction mediates the relationship between work environment and performance, with a positive work environment positively impacting employee performance; contented employees typically improve their performance.

The managerial implication is that management should consider providing competitive and fair compensation. This will not only increase employee satisfaction but also motivate them to work harder and improve performance. Creating a positive and supportive work environment is very important. This includes physical aspects (such as good facilities) and social aspects (such as employee relations).

Recommendation

Compensation at BPJS Ketenagakerjaan Cilincing Branch is quite reasonable, but salary, incentives, and benefits must be considered because of employee complaints. The work environment is generally good, but the problem of noise is still complained about by several employees; employee performance is adequate, but some feel that the quality and use of their time are not optimal; job satisfaction is quite satisfactory, but some employees are less satisfied with promotion opportunities. Companies are advised to routinely evaluate compensation programs, work environment, employee satisfaction surveys, and performance analysis for improvement.

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