

The Influence of Leadership Style, Organizational Culture, and Job Satisfaction on Employee Performance: Bantul District Environmental Agency Study

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ABSTRACT

The Environmental Agency is one of the local government agencies of Bantul Regency, which is in charge of preparing, implementing, supervising, controlling, and controlling all policies specific to the environment in Bantul Regency. This study aims to analyze and determine the influence of leadership style, organizational culture, and job satisfaction on employee performance. This research is quantitative with primary data. While obtaining data, research instruments that have been determined with distribution questionnaires, checks, or checklists are used for respondents. This study used a saturated sample where 105 employees used the entire population of members. The results showed that leadership style has a positive and significant effect on employee performance, organizational culture has a positive and significant impact on employee performance, and job satisfaction has a positive and significant impact on employee performance. The results of the f test stated that leadership style, organizational culture, and job satisfaction simultaneously affect employee performance

Keywords : Leadership Style, Organizational Culture, And Job Satisfaction On Employee Performance

INTRODUCTION

The Environmental Agency is one of the local government agencies of Bantul Regency, which is in charge of preparing, implementing, supervising, controlling, and controlling all policies specific to the environment in Bantul Regency. The Environment Office of Bantul Regency formulates a strategy for the preservation of the function of a sustainable environment and a policy direction as an improvement in the quality of the environment for comprehensive regional development planning to achieve the goals and objectives of the Strategic Plan effectively (effectively) and efficiently (successfully). Referring above policies, The results (outcomes) of various programs and activities as an elaboration of the tasks and functions of the organization for the implementation of a plan. The Environmental Agency's programs are as follows:

1. Environmental Planning Program
2. Guidance and Supervision Program for Environmental Permits and Environmental Protection and Management Permits (PPLH)
3. Environmental Complaints Handling Program
4. Environmental Pollution or Damage Control Program
5. Biodiversity Management Program (Kehati)
6. Environmental Rewards Program For The Community

7. Hazardous And Toxic Materials (B3) And Hazardous And Toxic Waste (B3 Waste) Control Program
8. Program to Improve Education, Training, and Environmental Counseling for the Community
9. Waste Management Program

Performance-based development management presupposes that the focus of development is not just implementing programs/activities that have been planned. The essence of performance-based development management is an orientation to drive change, where programs/activities and budget resources are the tools used to formulate change, both at the output level, results, and impact. This approach is also in line with the principle of good governance, where one of its pillars, namely accountability, will show the extent to which a government agency has fulfilled its duties and mandates in the provision of public services that the community can directly feel. For this reason, the control and accountability of programs/activities are an essential part of ensuring that accountability of local government performance to the public has been achieved. The foothold used in this performance accountability system is guided by Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System of Government Agencies and Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014 concerning Technical Guidelines for the Preparation of Performance Agreements, Performance Reporting, and Review of Performance Reports. This regulation, among others, also regulates the criteria used in assessing the performance of government organizations.

Inheritance culture that is could interpreted as results culture from different traditions and spiritual in shape teak self something group or nation . Cultural values in the past (*intangible heritage*) come from from culture local archipelago which includes a number of part such as : tradition , story people , legends , history verbal , creativity (dance , song , drama performance) , ability adaptability and uniqueness public local . According to classic Tylor theory culture is a unit consisting of from knowledge , belief , law , morality and custom customs with assisted by the community local in communicate , preserve and develop knowledge as well as attitude to life (Mayun Susandhika 2020) .

(Tulenan 2015a) say that performance employee is results and contributions employee in something organization for make they reach objective them . Could concluded that performance employee is something level measurement performance based on activity employee in something organization . Good organization _ that is organization that strives Upgrade ability source power the human . According to (Tulenan 2015a) compensation is one _ reason fundamental for employee for look for job . This covers all type appreciation , good intrinsic nor extrinsic , accepted as results work by employees .

Mohrman & Odden in Yamoah (2013) in (Tulenan 2015a) state that good compensation _ for employee will capable stimulate emergence of fresh ideas and innovation employees . Could concluded that compensation is reward in the form of

money and non - money given to employee as results work and system good and fair compensation _ could Upgrade performance a employees .

(Wulandari 2015) work is very component _ important when employee To do activity work . With notice environment good job _ or create condition able work _ give motivation work , then will influential to performance employee in work .

(Anggrainy, Darsono, and Putra 2017) state motivation is a psychological process that takes place in interaction between different personalities _ for fulfil need as human . From this process generated encouragement (motive) in the form of will . Will and desire for act / do through taking decision .

(Henri 2018) classify appreciation to in two group , that is Award intrinsic in the form of satisfaction acquired self _ someone who has succeed finish her job with good and have reach target certain , for example with addition not quite enough answer , enrichment jobs (job enrichment) and other efforts that increase price self someone and who encourages people to be the best .

This is also supported by research (Parashakti et al. 2020) with title “ *The Influence of Work Environment and Competence on Motivation and Its Impact on Employee Performance in Health Sector* ”. Based on study the state that “ *The work environment has a positive and significant effect on employee motivation is accepted*”.

Environment conducive work _ will give good impact on sustainability _ work , while environment work that doesn't conducive will bring impact negative for continuity employee in work (Pawirosumarto, Bachelor, and Gunawan 2017) .

Based on background behind problem above on the Service Bantul culture can obtained information problems that exist in the agency the is as following :

1. Do rewards have a significant positive effect on motivation?
2. What are the positive effects of environmental efforts on motivation?
3. Are influential motives positive and important for employee performance?
4. Does compensation have a significant positive impact on employee performance?
5. Does the working environment have a significant positive impact on employee performance?
6. Does motivation mediate compensation for employee performance?
7. Does motivation mediate the work environment for employee performance?

Objective study based on the above formula problem:

1. To analyze and determine the effect of compensation on motivation
2. To analyze and find out influence environment work on motivation
3. To analyze and determine the effect of motivation on employee performance
4. To analyze and determine the effect of compensation on employee performance
5. To analyze and determine the effect of the work environment on employee performance
6. To analyze and find out whether motivation mediates compensation on employee performance
7. To analyze and find out whether motivation mediates the work environment on employee performance

LITERATURE REVIEW

Compensation

In company, employee is very part important in reach goal. Every employee naturally own many difference in skills, abilities, needs and types gender. one the form of achievement / award given company on performance from employee is compensation. With give it awards and recognition, employees will give performance the best as lead come back on the award given by the company is also for maintain and maintain excited work as well as employee motivation. According to (Nugraha and Tjahjawati 2018) compensation is company reward give to employees on given performance to organization good reward direct nor no direct , financial nor nonfinancial . Without adequate compensation, existing employees now tend go out from the resulting organization organization experience difficulty in replacement, especially in recruiting.

According to (La Rosa Andreani and Sulistiyani 2020) the compensation provided company to employee could grouped into 2 (two), namely. Financial Compensation and Compensation Non-financial

Environment Work

Environment work according to (Ferry 2018) is whole tool facing tools and materials , environment _surrounding where somebody work method _ work , as well Settings work good as individual nor as group . by line big , kind environment work divided Becomes two namely : Environment Work Physical and Environment Non - Physical Work . Environment work physique that is all situation shaped the physical _ around the place work where could influence employee good by direct nor no directly , while environment non- physical work is all related circumstances ___ with connection work ok _ with superior nor with fellow colleague work , or with subordinates . environment work as whole facilities and infrastructure existing work _ around current employee _ To do the job that can affect him _ alone

Environment conducive work _ will give good impact on sustainability _ work , while environment work that doesn't conducive will bring impact negative for continuity employee in work bekerja (Pawirosumarto, Sarjana, and Gunawan 2017).

Motivation

Motivation, according to Samsudin (2010:281) in Arianto and Kurniawan (2010), is a method of persuading or pushing someone or a group of people to want to do something that has been assigned to them. Motivation is a set of attitudes and values that affect a person to attain a specific goal in line with their goals. Attitudes and values are obvious factors that motivate people to take action in order to attain a goal. Motivation is something generated power from desire somebody for satisfying needs (Jasman Saripuddin Hasibuan 2019).).

Employee Performance

Employee performance is the result of the quality and quantity of the employee's work in performing their duties according to their assigned responsibilities. (Mangkunegara, 2009: 9) in the workplace (Triastuti 2019). One of the most important aspects influencing the organization's growth is employee performance. The easier it is to attain organizational goals if an employee's performance is greater or better, and vice versa if the employee's performance is bad. Organizational performance is inextricably linked to individual performance.

Ability, motivation, assistance received, existence (the task they do), and relationship with the organization are the influencing elements for employee performance, according to Robert L. Mathis and John H. Jackson (2001:82) in (Rahmawati and Dewi 2020)

RESEARCH METHODS

Study this use research that is quantitative . Study quantitative is something approach to study empirical To use collect , analyze , and collect the data in shape numeric than narrative (Prajitno 2008) . In get data used instrument research that has been set . Data collection with spread series question questionnaire to related respondents _ with a variable that will researched To use got answer as required data and information in research. On research this use technique *nonprobability sampling* (saturated sampling) is technique determination sample when all member population used as sample that is whole employee Service Culture Bantul Regency consists of 30 people.

Data analysis techniques using analysis descriptive and verification. Analysis descriptive use ordinal scale and range scale for analyze with method describe Compensation and Environment Mediated work _ motivation at the Service Culture Bantul Regency. Meanwhile , analysis verification mean for know results related research _ with influence or big impact Compensation and Environment Mediated work _ motivation in the office Culture Bantul Regency .

Variable Study

In study this there is variable independent (free), dependent variable (bound) and intervening variable. Variable independent is explanatory variable _ or influence the other variable, in study this there are 2 independent variables , namely Compensation (X1) and Environment Work (X2). Variable dependent is variables that are explained and influenced by variables independent (Lie 2009) in Thing this Performance Employee (Y) as variable bound or dependent , while Variable *intervention* is influencing variables _ connection Among variables independent with variables dependent Becomes relationship that doesn't straight away . In study this researcher set Motivation (Z) as linking variable _ between independent and dependent variables or Intervention.

RESULTS AND DISCUSSION

Validity Test

Validity test done with compare value of r count with r table for degree of freedom (df) = n - 2, then df = 30 - 2 = 28, then r table = 0.374. Following is validity test results from every variable research .

Table 1. Validity Test Compensation

Variable	Indicator	r count	t table	Information
Compensation (X ₁)	I get a salary that matches the position	0.812	0.374	Valid
	I received my salary at the right time	0.773	0.374	Valid
	Incentives are given to employees who excel .	0.801	0.374	Valid
	You feel you can rely on benefits to meet your needs	0.626	0.374	Valid
	There are work facilities in the form of tables and chairs that are still in good condition	0.852	0.374	Valid
	Internet access is available to get new information	0.617	0.374	Valid

Primary Data processed 2022

Table 2. Work Environment Validity Test

Variable	Indicator	r count	t table	Information
Work environment (X ₂)	I find that electric lighting at work helps my eyesight	0.752	0.374	Valid
	I feel circulation in the workplace I already enough for support comfort work	0.805	0.374	Valid
	I no feel disturbed by noise from outside the workplace .	0.796	0.374	Valid
	I feel comfortable with the color of the room at work	0.861	0.374	Valid
	The work facilities where I work are quite adequate	0.862	0.374	Valid

	I have a good relationship with superiors and co-workers so that collaboration is created at work .	0.666	0.374	Valid
	I got the same new job opportunity to get a promotion .	0.781	0.374	Valid
	I feel satisfied, safe and comfortable with the security that exists in my workplace and the work environment .	0.910	0.374	Valid

Primary Data processed 2022

Table 3. Validity Test Motivation

Variable	Indicator	r count	t table	Information
Motivation (Z)	Good and pleasant work environment	0.755	0.374	Valid
	Giving awards for employee achievements will motivate employees to work.	0.720	0.374	Valid
	I want to achieve success at work	0.502	0.374	Valid
	I enjoy competition at work	0.663	0.374	Valid
	I never complain in doing work	0.862	0.374	Valid
	trying very hard to improve your performance	0.687	0.374	Valid
	Bosses provide training to employees to improve skills and abilities	0.786	0.374	Valid
	I have the opportunity and opportunity to develop your skills and abilities	0.758	0.374	Valid
	The duties and responsibilities given are in accordance with your education and abilities.	0.818	0.374	Valid

	Almost every job I can do well and challenging.	0.869	0.374	Valid
	I always complete assignments on time	0.816	0.374	Valid
	I can adjust well in the work environment	0.692	0.374	Valid
	Fellow colleagues have the same goal in advancing the organization	0.683	0.374	Valid
	I always have the opportunity to participate in determining the goals that my boss wants to achieve.	0.698	0.374	Valid

Primary Data processed 2022

Table 4. Validity Test Performance Employee

Variable	Indicator	r count	t table	Information
Employee Performance (Y)	I complete the assigned tasks carefully based on company work standards .	0.872	0.374	Valid
	I do the tasks given by following the SOP set by the company	0.895	0.374	Valid
	I work according to the number of days and hours set by the company	0.766	0.374	Valid
	I will notify my co-workers if I will leave my workplace to go to the toilet or perform worship	0.840	0.374	Valid
	I can do work efficiently without needing a lot of instructions and supervision from superiors	0.827	0.374	Valid

Primary Data processed 2022

Based on table 1-4 above validity test results by whole showing that item question / statement own mark Corrected Item-Total Correlation more big from t table (0.374). With thus could concluded from validity test results on that whole item

question / statement declared valid and worthy used as instrument for measuring research data .

Reliability Test

Reliability test aim for know level consistency and accuracy answer from collected questionnaire _ from respondents . Following reliability test results from every variable research .

Table 5. Reliability Test

Variable	Cronbach's Alpha	Critical Value	Information
Compensation	0.842 _	0.6	Reliable
Work environment	0.916 _	0.6	Reliable
Motivation	0, 930	0.6	Reliable
Employee Performance	0.891 _	0.6	Reliable

Primary Data processed 2022

Reliability test results on showing that all statement own Cronbach's Alpha scores more big of 0.6. So could concluded all variables declared decent and reliable for used in testing Step next .

Regression Test

Equation 1

Table 6. Analysis Regression

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	55,471	5,936		9,345	,000
Compensation	-1,190	,134	-,1046	- 8.885	,000
Environment Work	,949	,214	,523	4,445	,000

a. Dependent Variable: Motivation (Z)

Primary Data processed in 2022

Based on table 6 above, it can be drawn the calculation of the multiple regression test using the following formula:

$$Y = a + B_1 X_1 + B_2 X_2 + e$$

The calculation of multiple regression test with the dependent variable is as follows:

$$M (\text{Motivation}) = 55.471 + (-1.046) + 0.523$$

- a. So, the equation shows that every decrease in compensation will be followed by a decrease in motivation of -1.046 if other variables are assumed to be constant. The more compensation, the better the motivation
- b. So, the equation shows that every increase in the work environment will be followed by an increase in motivation of 0.523 if other variables are assumed to be constant. The more the work environment, the better the motivation

Equation 2

**Table 7. Analysis Regression
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,872	5,119		-,366	,716
Compensation	,290	,063	,394	4,570	,000
Environment	,352	,125	,271	2,822	,007
Work Motivation	,459	,097	,461	4,745	,000

a. Dependent Variable: Performance Employee (Y)
 Primary Data processed in 2022

Based on table 7 above, it can be drawn the calculation of the multiple regression test using the formula as follows:

$$Y = a + B1 X1 + B2 X2 + B3 X3 + e$$

The calculation of multiple regression test with the dependent variable is as follows:

$$KP(\text{Employee Performance}) = - 1.872 + 0.394 + 0.271 + 0.461$$

- a. Therefore, the equation shows that the employee's performance increases by 0.394 after each salary increase, assuming that the other variables are constant. The higher the compensation, the better the employee's performance
- b. Therefore, the equation shows that for every increase in the work environment, employee performance increases by 0.271, assuming other variables are constant. The better the work environment, the better the employee's performance

Therefore, the equation shows that for every motivation, employee performance increases by 0.461, assuming other variables are constant.. The more motivation, the better the employee's performance.

**T test
Equation 1**

**Table 8. T Uji test
Coefficients ^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	55,471	5,936		9,345	,000
Compensation	-1,190	,134	-,1046	-8,885	,000
Environment Work	,949	,214	,523	4,445	,000

a. Dependent Variable: Motivation (Z)
Primary Data processed in 2022

Equation 2

**Table 9. T Uji test
Coefficients ^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1,872	5,119		-,366	,716
Compensation	,290	,063	,394	4,570	,000
Environment	,352	,125	,271	2,822	,007
Work Motivation	,459	,097	,461	4,745	,000

a. Dependent Variable: Employee Performance (Y)
Primary Data processed in 2022

Based on both table on so could drawn conclusion that :

a. Compensation's Impact on Motivation

According to Hypothesis 1, compensation has no significant positive impact on Table 8. Ho and Ha are accepted because the compensation variable has no positive but considerable effect on the incentive variable.

b. How does the environment affect motivation?

According to Hypothesis 2, the working environment has a positive and significant impact on motivation. As shown in Table 8, working environment

variables have a significant positive impact on motivation. That is, H_0 is rejected and H_a is accepted.

c. Impact of employee motivation on performance

According to Hypothesis 3, motivation has a positive and significant impact on employee performance. Table 9 shows that motivational variables have a positive and significant impact on employee performance, so H_0 is rejected and H_a is accepted. This means that motivational variables have a positive and significant impact on employee performance.

d. Compensation's Impact on Employee Performance

According to Hypothesis 4, compensation has a positive and significant impact on employee performance. Table 9 shows that compensation variables have a positive and significant positive impact on employee performance. Therefore, H_0 is rejected and H_a is accepted. This means that the compensation variable has a significant positive impact on employee performance..

e. The Impact of the Workplace on Employee Performance

Hypothesis 5 claims that the workplace has a large and beneficial impact on employee performance. Because work environment variables have a positive and significant positive impact on employee performance variables, H_0 is rejected and H_a is approved, as indicated in Table 9. This suggests that things in the workplace have a positive and significant impact on employee performance.

f. Employee Performance Is Influenced by Motivation

Compensation has a considerable beneficial impact on employee performance, according to Hypothesis 6, and motivation mediates employee performance. Compensation variables have a considerable positive impact on employee performance, as shown in Table 9, which is mediated through incentive variables. That is, H_0 gets turned down, while H_a is accepted. Motivational variables mediate the effects.

g. Motivation to Improve Employee Performance by Mediating the Work Environment

Hypothesis 7 states that the work environment has a considerable beneficial impact on employee performance and motivation, and that the work environment mediates employee performance. Workplace characteristics have a positive and significant impact on employee performance, as shown in Table 9, and this effect is mediated by motivation variables. That is, H_0 is rejected, H_a is accepted, and the reward variable has a strong and positive influence. performance. This is when motivational factors come into play.

Sobel Test

Sobel test is a test for know is relationship through _ a variable mediation by significance capable as a mediator in connection that . Following is Sobel test formula :

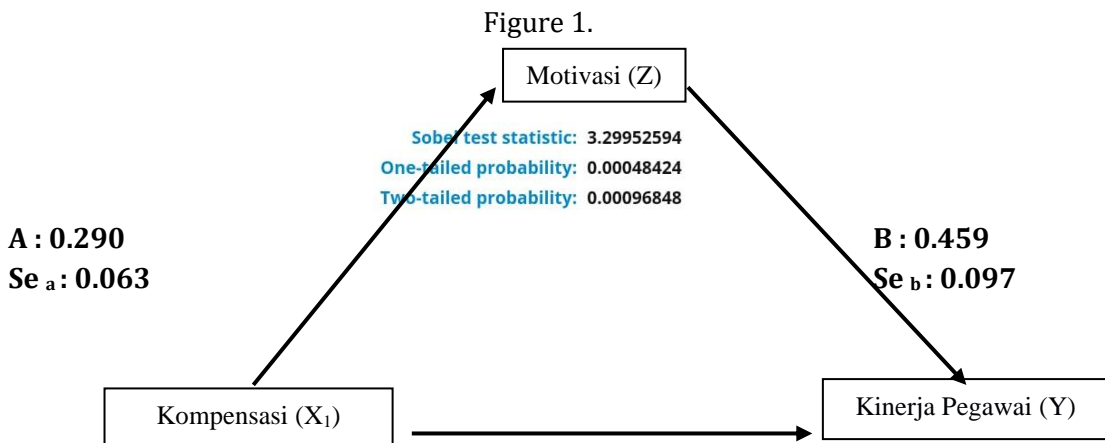
$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

where ,

- a : Independent of variable mediation, variable regression coefficient.
- b : Mediation of the dependent variable by the coefficient regression variable
- Se_a : Standard error of estimation from influence variable independent of variable mediation
- Se_b : Standard error of estimation from the dependent variable to the impact variable mediation.

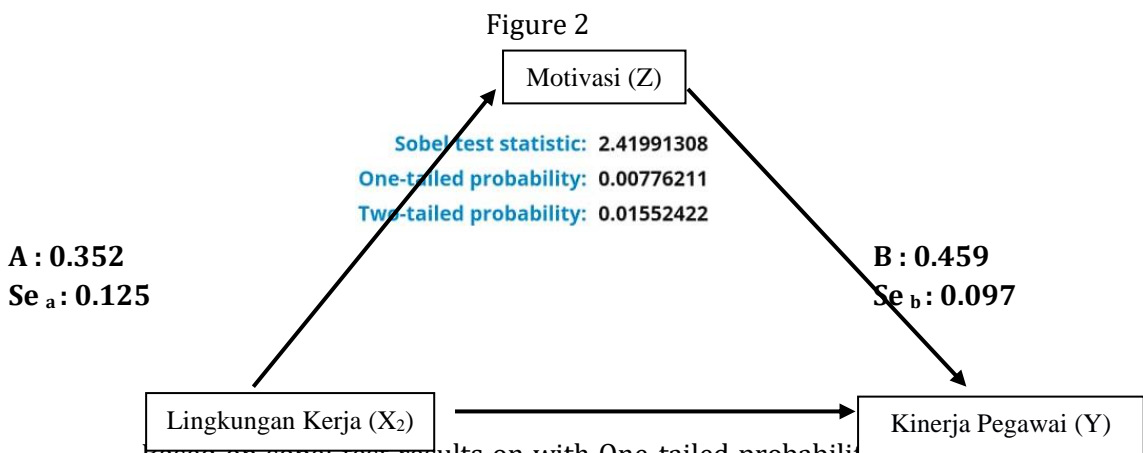
Based on formula on so could drawn conclusion that :

- a. Motivation mediates compensation on employee performance



Based on sobel test results on with One-tailed probability value of 0.000 means 0.000 < 0.05 then could drawn conclusion motivation influential direct as well as could mediate compensation to performance employee .

- b. Motivation mediates the work environment on employee performance



Based on sobel test results on with One-tailed probability value of 0.007 means 0.007 < 0.05 then could drawn conclusion motivation influential direct as well as could mediate environment work to performance employee .

Discussion

The Effect of Compensation on Motivation

According to H1, compensation has no positive or significant impact on motivation. The compensation variable has a t - statistic of -8.885, with a table at such a level of significance of 5% (0.05) and a df = 28 (30-2) of 0.374, indicating t counted t table (-8.885 0.374). The significance value, in the meantime, is 0.000, which is less than 0.05. (0.001) 0.05 This shows that the compensation variable has no positive yet considerable effect on motivation, meaning that Ho and Ha are both acceptable.

Proven The statement "There are work facilities in the form of tables and chairs that are still in good condition" gets the lowest mean score for the answer to disagree on the compensation variable, according to the test results above (3.90). According to the respondents' findings, compensation has no positive but significant effect on motivation. Employees may believe their pay is insufficient to meet their demands, which might lead to this situation. This is also feasible due to the department's lack of enthusiasm and the lack of adequate work support facilities. Employees' motivation suffers as a result, which can have an impact on the remuneration they receive. If remuneration is implemented selectively based on each employee's work, the situation is different.

Influence Environment Work on motivation

The workplace, according to H2, has a positive and significant impact on motivation. At a significance level of 5% (0.05) with df = 28, (30-2), the t counted indicator has a t - statistic of 4.445, while a t - statistic data has a t value of 0.374, meaning the t number > t table (4.445 > 0.374). The significance value, in the meantime, is 0.000, which is less than 0.05. (0.001) 0.05 This shows that the work environment variable has a positive and significant effect on motivation, indicating that Ho is rejected and Ha is accepted. The motivational variable is influenced by the workplace culture variable in a favorable and significant way.

Proven "I have a solid relationship with supervisors and coworkers so that collaboration is formed at work," received the highest grade. The highest mean is based on the above-mentioned test findings (4.26). Researchers carried out the daily responsibilities in a work environment. Who can say that the work environment will improve employee attitude, which would promote employee motivation or, in turn, contribute to the organization's goals being met? This is in line with the findings of a study by (Putra 2018) and (E. H. Pramita 2019) which indicated that the workplace has a large and positive impact on motivation.

The Effect of Motivation on Employee Performance

According to H3, motivation has a positive and significant impact on employee performance. The t value for the motivation variable is 4.745, while the t table value is 0.374 at a significance level of 5% (0.05) and df = 28 (30-2), suggesting that t count > t table (4.745 > 0.374). The significance value, in the meantime, is 0.000, which is

less than 0.05. (0.001) 0.05 This shows that the motivation variable has a positive and significant impact on employee performance, allowing H_0 to be rejected and H_a to be approved, meaning that the motivation variable has a positive and large impact on employee performance.

Proven According to the findings of the aforementioned exam, the replies with the highest mean value are "Try extremely hard to enhance your performance" and "Fellow colleagues have the same purpose in advancing the organization" (4.40). To put it another way, these data back up the premise that work motivation is a driving factor that can boost employee morale and thus performance. In other words, motivation is an internal and external stimulation that elicits sentiments of zeal, passion, and positive thinking, influencing the appropriate and effective style of functioning. As evidenced by the studies conducted by (Adha, Qomariah, and Hafidzi 2019) and (Jasman Saripuddin Hasibuan 2019) Motivation is a necessary factor in both partial and simultaneous situations. Riyadi (2011) also says that on the other side of performance, there is motivation or encouragement. If the company's goal is performance, the employee's goal is financial and non-financial rewards. Motive is another word for it. The objective is hope, and it is through this motivation that energy or passion for work is formed.

The Effect of Compensation on Employee Performance

Compensation has a good and considerable effect on employee performance, according to H_4 . The compensation variable's t-count value is 4.570, whereas the t-table value at a significance level of 5% (0.05) and $df = 28$ (30-2) is 0.374, implying that $t\text{-count} > t\text{-table}$ (4.4570 > 0.374). In the meantime, the significance value is 0.000, which is less than 0.05. (0.000 0.05). This demonstrates that the compensation variable has a positive and significant impact on employee performance, leading to the conclusion that H_0 is rejected and H_a is accepted, implying that the compensation variable has a positive and significant impact on employee performance.

The highest assessment for the answer to the remuneration variable, based on the test results above, is "Incentives are offered to employees who excel." With the mean (4,20) and the highest rating for the employee performance variable "I complete the given task carefully based on the company's work standards," I calculated the mean (4,20) and the highest rating for the employee performance variable "I complete the given task carefully based on the company's work standards" (4.06). The employee will use this remuneration to cover their everyday necessities. Employees' status, recognition, and level of need fulfillment are reflected in the quantity of remuneration they receive. If an employee's remuneration is more, it indicates that his position is higher, his standing is better, and the satisfaction of his requirements is increasing. As a result, job satisfaction is rising. This is where the value of employee compensation as a sales force comes into play (physical and mental). This is in line with research undertaken by (Chairunisyah Lubis, Pasaribu, and Tupti 2021) and dan (Dwianto, Purnamasari, and Tukini 2019) Compensation is not only advantageous to employees, but it is also necessary for boosting employee

performance in order to meet company objectives. is going to be maximized It can be concluded from these two viewpoints that compensation has an impact on employee performance.

Influence of Work Environment on Employee Performance

According to H5, the working environment has a positive and significant impact on employee performance. At the significance level of 5% (0.05) and $df = 28$ (302), the work environment variable has a t-value of 2.822, but a t-table value of 0.374. This is $t\text{-count} > t\text{-table}$ ($2.822 > 0.374$). On the other hand, the significance value is 0.007, which is well below 0.05. $0.007 < 0.05 = 0.007 < 0.05 = 0.007 < 0.05 =$ This shows that working environment variables have a positive and significant positive impact on employee performance, leading to the conclusion that H_0 should be rejected and H_a should be accepted. That is, the work environment variables are positive and have a significant impact on employee performance.

Based on the test findings, the highest rating for the work environment variable is "I have good relationships with superiors and coworkers such that collaboration is developed at work." "I carefully accomplish the provided duty in accordance with the company's work requirements," says the employee. "I carefully accomplish the provided duty in accordance with the company's work requirements," says the employee. "I carefully accomplish the provided duty in accordance with the company's work requirements," says the employee. "I carefully accomplish the provided duty in accordance with the company's work requirements," says the employee. "I attentively execute the provided task in accordance with the company's work requirements" (4.06). The research conducted hypothesized that raising the value of a better work environment will tend to raise the value of employee performance in a positive way. However, there are a number of issues in the workplace that make it more difficult to improve employee performance. The issue is the non-physical work environment, which manifests itself in the form of harmonious working relationships. Because healthy working relationships in a firm will encourage and improve cooperation and communication, allowing for improved performance. This is in accordance with studies (et al. 2018) and (Arianto and Kurniawan 2020) , which show that the workplace has a large and favorable impact on employee performance..

Motivation mediates compensation on employee performance

According to H6, compensation has a significant positive impact on employee performance, and motivation is an intermediary factor. The compensation variable has a t-value of 4.570 and a significance level of 0.000, while the motivational variable has a t-value of 4.745 and a significance level of 0.000, and the $t\text{-count} > t\text{-table}$ ($4,570 > 0.374$: $4.745 > 0.374$). Is shown.). On the other hand, the significance value is (0.000: 0.000), which is less than 0.05. This shows that salaries have a significant positive impact on employee performance. This is mediated by incentive variables. That is, H_0 is rejected and H_a is accepted. According to the results of the Sobel test path analysis

with motivational factors, a one-sided probability value of 0.0000.000 means 0.05. From this, we can conclude that motivation has a direct impact on employee performance and can reduce salaries.

Compensation is an important factor in employee performance, and with strong motivation, employee performance will improve as well. Employee motivation and performance are influenced by a variety of factors, including compensation. Employees will be more passionate about the pay they are receiving. Employee performance is influenced by compensation. With high employee motivation, the impact of compensation on employee performance will be amplified. This is consistent with studies (Kasiyanto 2019) and (Astarina et al. 2019), which show that salary has a direct impact on employee performance and can be mediated by motivation.

Motivation mediate environment work to performance employee

The work environment has a positive and considerable impact on employee performance, according to H7, and motivation is a mediating component. The motivation variable has a t value of 4.745 with a significant level of 0.000, meaning that $t_{count} > t_{table}$ ($2.822 > 0.374$; $4.745 > 0.374$). On the other side, the significance value is (0.007: 0.000), which is less than 0.05. This shows that the work environment variable has a positive and significant impact on employee performance, and that this effect is mediated by the motivation variable. As a result, H_0 is eliminated and H_a is accepted, indicating that the remuneration variable has a positive and large impact on employee performance. The effect is mediated by motivational variables. It can be concluded that motivation has a direct effect on employee performance and can mediate the work environment with a one-tailed probability value of 0.007, or 0.007 0.05, based on the results of the Sobel test, which show that motivation has a direct effect on employee performance and can mediate the work environment with a one-tailed probability value of 0.007, or 0.007 0.05.

Environment Work is an important process yang influence performance employees including motivation work . In the something company should guard environment because cleanliness environment could influence health soul someone . Could imagine when you working on a full place _ with dust and bad smell _ delicious , especially worker the need enough concentration _ high . With existence clean environment _ employee will feel happy so that spirit work employee will increase . Besides that environment work just no enough if no existence motivation work for employees . Because of motivation is the most important thing for company To use Upgrade effectiveness work employees . In Thing this motivation play a role important to performance if employee got sufficient and positive motivation _ so resulting performance _ will good . This thing in line with study (Rulianti, Nurpersonal, and Amirudin 2021) and (Abdullah 2021) . This thing show that motivation work own role important in mediate environment work and performance . because of that , company should capable provide a sense of security and ability make

employee more initiative for create new innovations _ so that will build trust self employees and things this tend for Upgrade motivation work and performance

CONCLUSIONS AND SUGGESTIONS

The conclusion that can be drawn based on the research is that variable compensation has no positive but considerable effect on the motivation variable. According to the findings of this study, the higher the level of remuneration offered to employees, the stronger the job motivation will be as a result of the impact of the growing office culture in Bantul Regency.

The motivation variable is influenced by the work environment variable in a favorable and significant way. The outcomes of the work environment had a significant impact on the performance of the Bantul Regency Culture Service employees, which was accompanied by work motivation, according to this study. If the efficiency of the work environment improves, the spirit to attain better performance will be easier to obtain.

Employee motivation variables influence employee performance in a favorable and meaningful way. Employee performance will improve if the motivation offered to Bantul Regency Culture Service personnel was successful.

Employee performance variables are influenced by compensation variables in a positive and meaningful way. If compensation is supplied in accordance with each employee's criteria, the employee's performance will improve.

Variables in the workplace have a good and significant impact on employee performance. According to respondents at the Bantul Regency Culture Office, having strong relationships with superiors and coworkers, as well as being able to execute given tasks meticulously in accordance with business work standards, will promote a conducive and comfortable work atmosphere.

Based on the findings, Path of Sobel's test With a one-tailed probability value of 0.000 implying 0.000 0.05, it may be established that motivation has a direct effect on employee performance and can mediate compensation.

Based on the Sobel test results, which show that motivation has a direct effect on employee performance and can mediate the work environment with a one-tailed probability value of 0.007, or 0.007 0.05, it can be concluded that motivation has a direct effect on employee performance and can mediate the work environment with a one-tailed probability value of 0.007, or 0.007 0.05.

The following are some proposals that researchers can provide to the Bantul Culture Service based on the findings of the research and the conclusions that have been reached: This study can be used by the Bantul Culture Office to respond to remuneration issues, which can have a direct impact on staff performance. Bantul culture sought extra notice for this service in order to gift remuneration to each employee once more. If the money provided is enough, the employee's level of performance will improve.

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Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah

Volume 5 No 4 (2023) 1711-1731 P-ISSN 2656-2871 E-ISSN 2656-4351

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