

## The Effect of Compensation, Work Motivation, Training on Employee Performance Through Job Satisfaction As An Intervening Variable

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### ABSTRACT

The study aims to examine the effect of compensation, work motivation, training on employee performance through job satisfaction as an intervening variable. The sample of this research is 81 employees at PT Cheil Jedang Indonesia Pasuruan. The main data source in this research is questionnaires. The data processing application uses Smart PLS. The results showed that compensation (X1) has a significant positive effect on job satisfaction (Z) of PT Cheil Jedang Indonesia Pasuruan employees. Work motivation (X1) has a significant positive influence on job satisfaction (Z) of PT Cheil Jedang Indonesia Pasuruan employees. Job Training (X1) has a significant positive influence on job satisfaction (Z) of PT Cheil Jedang Indonesia Pasuruan employees. Compensation (X1) has a significant positive influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan. Work Motivation (X1) has no influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan. Training (X1) has a significant positive influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan. Job Satisfaction (X1) has a significant positive influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan. Job satisfaction (X1) can mediate the effect of compensation, work motivation and training on performance (Y).

**Keywords:** Compensation, Work Motivation, Training, Performance, Satisfaction

### 1. INTRODUCTION

Nowadays, one of the factors that is very important for the survival of the company is human resources. If the company has a reliable workforce, the company will quickly progress and develop. Between employees and company leaders there is a very close relationship and this relationship should not have a large gap, between the two of them must join hands, and move forward together (not backward). Workers and leaders must support each other, respect each other, cooperate, and also understand each other's rights and obligations.

The company tries to create conditions that can encourage its employees to develop and improve their abilities (skills) optimally by conducting training training, besides that the company can encourage employee work motivation through appropriate compensation so as to achieve job satisfaction, as we know that if employees feel satisfied, they will further improve their performance so that company goals will be achieved. There are many employees who are satisfied with their work, but they do not like the many bureaucratic organizations where they work, or technicians who are not satisfied with their work, but still carry out the company's vision (Bagyo et al, 2022)

PT Cheil Jedang Indonesia (PT CJI) is part of a global CJ business based in South Korea, where CJ is a global company with business units spread across several countries in the world such as South Korea, America, China, Brazil, Malaysia and Indonesia. CJ in Indonesia has started business since December 1988 by building its first factory in Pasuruan (PT CJI). Now PT CJI is 35 years old, in order to maintain its survival until now and in the future, namely by maintaining the spirit of performance of its employees, and also by creating a comfortable atmosphere in the company for all employees.

Employees are one of the most dominant and strategic elements in achieving goals. Performance is considered important for the company because the success of a company is influenced by the performance of

the employees themselves. Performance is the result of a person's job function or activities in an organization that is influenced by various factors to achieve organizational goals within a certain period of time. (Sinaga, 2020), or in other words employee performance is work performance, or work results (output) both quality and quantity achieved by employees at a certain time in carrying out their work duties in accordance with the responsibilities assigned to them. carrying out his work duties in accordance with the responsibilities given to him (Karmila dan Kadarusman, 2020)

According to Nawastuti (2018) High employee performance is expected by the company. The more employees who have high performance, the productivity of the company as a whole will increase so that the company will be able to survive in global competition. However, employee performance in an organization does not always increase, sometimes employee performance increases, sometimes performance decreases. The creation of employee performance that can arise if the organization is able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally so that employees can make a positive contribution).

In improving the performance of its employees, the company will do several ways that can encourage employees to work optimally. These activities will be closely related to compensation. Satisfaction with compensation can influence employee behavior to work more enthusiastically and spur high performance (Firwish, 2020). As Kusjono and Ratnasari (2019) said, a good compensation system is a compensation system that is responsive to the situation and a system that can motivate employees.

Factors that can affect employee performance are compensation. Compensation is very important for the employee as an individual, because the amount of compensation is a reflection or measure of the value of the employee's own work. If compensation is given appropriately and correctly, employees will get job satisfaction and be motivated to achieve organizational goals. As said (Karomah & Aldiansyah., 2019) in (Kusjono & Ratnasari, 2019) a good compensation system is a compensation system that is responsive to the situation and a system that can motivate employees. In this case, the compensation system should satisfy employee needs, ensure fair treatment of them and reward their performance. The company management must pay a lot of attention to the efforts and optimal work results of its employees to improve employee performance and welfare. Good HR management will provide significant progress for the company. If the company's employees are satisfied with the compensation provided, the employees will always fulfill their obligations by working optimally, so that the good impact for the company is the increase in employee performance.

Companies must also pay attention to the factor of providing motivation as one of the motives for employees to work. Employee motivation in an organization can be considered simple and can also be a complex problem, because basically humans are easy to motivate by giving what they want. If this condition does not occur, it will reduce employee motivation and will have an impact on employee performance which decreases.

Providing training is also one of the factors that can affect employee performance. Hardiyanto, A (2018) Training provides employees with specific and knowable knowledge and skills used in their current job. In development and training, not only the ability and understanding of the work to be achieved but, it is hoped that through the training program, it will form and improve the mindset, attitude, behavior, and a better perspective of an employee towards his work both individually and in the work team. With sufficient and appropriate training programs for employee needs, employees will increasingly understand and master qualified skills in carrying out their profession, then this can result in better job performance, increased productivity, and better quality of employee work, as well as increased employee satisfaction and retention: Employees who are given opportunities for training and development are more likely to feel valued and satisfied with their jobs. Not only the skills, abilities and mastery of employee work factors are continuously developed by the company to improve employee performance.

According to (Benny, 2018) training can help stabilize employees and encourage them to work longer in the company. Good training will improve employees' abilities, skills and knowledge. Employees who have been trained to be more skilled at their jobs will be more confident and feel more useful to the company (Areros & Pangemanan, 2018). (Pranata & Purbasari, 2021) suggest that training plays a role in providing job satisfaction so that employees have a reason to want to work longer in the company. Employees who are loyal to the company are valuable assets that will be very useful for the company's success. There are different results between the training variable and the employee performance variable as follows, research (Juniarti & Indahingwati, 2020) states that training has an effect on employee performance, this means that if the training is given exactly as needed, it will increase ability and improve performance. Research (Sudiarti & Mubarak, 2020) states that training has no effect on employee performance because training is aimed at improving current work performance only and has no impact on increasing performance.

## 2. LITERATUR REVIEW

### a. Compensation

According to (Hasibuan, 2020) compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. And it can also be interpreted that compensation is a form of company payback to employees for the sacrifice of time, energy, thoughts that have been given (they) to the company (Hariandja, 2018).

The company's objectives in compensating employees are as follows below:

- a. Bond of Cooperation  
With the provision of compensation there is a formal bond of cooperation between employers and employees. Employees must perform their duties properly, while employers are obliged to pay compensation in accordance with the agreed agreement.
- b. Job Satisfaction  
With compensation, employees will be able to fulfill their physical needs, social status, and egoistic needs so that they get job satisfaction from their position.
- c. Motivation  
If the compensation provided is large enough, the manager will easily motivate his subordinates.
- d. Employee Stability  
With a compensation program based on fair and reasonable principles and comparative external consistency, employee stability is more guaranteed because turnover is relatively small.
- e. Discipline  
With the provision of substantial compensation, employee discipline is getting better. They will realize and obey the applicable regulations.
- f. Influence of labor unions and government  
With the provision of substantial compensation, employee discipline is getting better. They will realize and obey the applicable regulations.
- g. Government influence  
With the provision of substantial compensation, employee discipline is getting better. They will realize and obey the applicable regulations.

### b. Work Motivation

Motivation is the basic impetus that moves individuals to carry out an action, therefore whether someone's actions are good or bad depends on the motivation that drives the action (Astuti & Suhendri., 2019) Motivation that exists in a person will manifest a behavior directed at the goal of achieving satisfaction goals. Every activity carried out by a person is driven by a force from within that person, this driving force is called motivation. Work Motivation is very important for companies because motivation acts as a driving force for employees to carry out their duties well and achieve maximum results for the company. High work motivation will encourage employees to work with enthusiasm in accordance with their responsibilities and can make a positive contribution to the organization.

Then further according to (Rezani & Chaeriah, 2020) Work motivation is the encouragement or enthusiasm that arises in a person or employee to do something or work, because of external stimuli both from superiors and the work environment, as well as the basis for meeting needs and a sense of satisfaction, as well as fulfilling responsibilities for the tasks assigned and carried out in the organization. Motivation can function as a driving force for achieving good results. Someone will do an activity because there is motivation in him. The existence of high motivation in learning will achieve good and optimal results

### c. Training

Training can be defined as a plan from an organization to improve the knowledge, skills, and abilities of employees. Training is one of the important components in the development of human resources (HR) in the company, with training expected to improve the knowledge, skills and positive attitudes of human resources which are important assets in the institution. Increased knowledge, skills and attitudes due to the implementation of training programs are expected to improve company performance in the face of change and external competition.

There are several reasons that companies use as the basis for organizing a training program:

- 1) Addressing performance problems and their causes.
- 2) Anticipating new systems and types of work within the company
- 3) Realizing the company's aspirations to capture new opportunities

(Tho'in, 2018) defines, training is a process to shape and equip employees by increasing their skills, abilities, knowledge and behavior.

Based on this description, it can be concluded that training is an activity of the company / agency that intends to be able to improve and develop the attitudes, behavior, skills, and knowledge of its employees, in accordance with the wishes of the company / agency concerned.

#### **d. Job Satisfaction**

Job satisfaction is an expression of a person's psychological phenomenon towards the work he does based on his perception of various dimensions of the work environment, including: tasks performed, coworkers, work environment and job compensation (A. Akbar, 2019).

Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work, factors that can affect job satisfaction include the assessment, feelings or general attitude of employees towards work which includes salary, social relationships at work, the work environment and the work itself (Basa et al., 2022).

Job satisfaction is an individual's emotional state, where the job is pleasant or unpleasant according to the employee's own perceptions and views (Hartono, 2022).

The indicators of job satisfaction according to (R. Rachmawati et al., 2022) are as follows:

- a) Salary
- b) Promotion
- c) Coworkers
- d) Boss

Job satisfaction according to (S. Rachmawati et al., 2021) is a set of employee feelings about whether their job is pleasant or unpleasant. However, satisfaction is not a strong motivator, because many employees have high job satisfaction, but their productivity is average. High job satisfaction arises precisely because of high achievement, because high achievement results in high rewards, if it is perceived as fair and adequate, it will increase job satisfaction. However, satisfaction is necessary to keep employees more responsive to the motivational environment created.

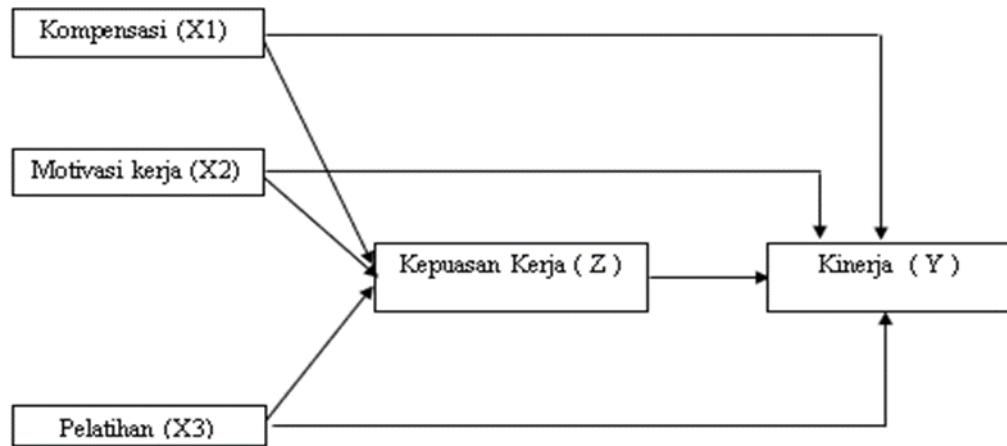
#### **e. Employee Performance**

Every organization always hopes to have outstanding employees, because having outstanding employees will make an optimal contribution to the company / organization. It can be concluded that work performance is the result of work achieved by employees in carrying out the job duties assigned to them. In order for an organization to achieve its goals, it needs quality employees, who are able to work well, productive, skilled, creative, disciplined, diligent, loyal to the leadership and organization and have high motivation to obtain good work results so as to achieve work performance. good work results so as to be able to provide the best performance (Rachmawan dan Aryani, 2020). The uses of employee performance include: (Chidir, 2019)

- 1) Improvement of Work Performance, feedback on the implementation of the work of possible employees, managers and personnel departments in order to correct their activities to improve work performance.
- 2) Compensation Adjustment, Evaluation of work performance helps decision makers in determining wage increases, providing bonuses and other forms of compensation.
- 3) Placement Decisions, Promotions, transfers, and demotions are usually based on past or anticipated performance. Promotions are often a form of reward for job performance.
- 4) Training and Development Needs, Poor job performance may indicate training needs. Likewise, good performance reflects potential that should be developed.
- 5) Career planning and development, performance feedback directs career decisions.

Performance indicators are aspects that become measures in assessing performance. As for the indicators that become performance measures according to (Chidir, 2019) are as follows:

- 1) Quantity, Is the amount produced, expressed in terms such as the number of units, the number of activity cycles completed by employees, and the number of activities produced.
- 2) Quality, Work quality is measured by employee perceptions of the quality of work produced and the perfection of tasks against employee skills and abilities.
- 3) Timeliness, Timeliness is measured by employee perceptions of an activity that is completed at the beginning of time until it becomes output.
- 4) Attendance, employee presence in the company both in coming to work, leaving work, permission, or without information, all of which affect the employee's performance.
- 5) Ability to cooperate, the ability to work together is the ability of a workforce to cooperate with others in completing a task and work that has been determined so as to achieve the greatest possible usability and results.



**Figure 1**  
**Research Framework**

- H1:** Compensation has a positive and significant effect on employee job satisfaction at PT CJI  
**H2 :** Work motivation has a positive and significant effect on employee job satisfaction at PT CJI  
**H3 :** Training has a positive and significant effect on employee job satisfaction at PT CJI  
**H4 :** Compensation has a positive and significant effect on the performance of production employees at PT CJI  
**H5 :** Work motivation has a positive and significant effect on the performance of production employees at PT CJI  
**H6 :** Training has a positive and significant effect on the performance of production employees at PT CJI  
**H7 :** Job satisfaction has a positive and significant effect on the performance of production employees at PT CJI  
**H8 :** Compensation, work motivation, and training have a positive and significant effect on the performance of production employees at PT CJI through job satisfaction (mediation effect > direct effect).

### 3. RESEARCH METHOD

#### Research approach

In this study, to analyze the model using a Quantitative approach that statistically identifies the correlation between variables. The quantitative approach is a scientific method because it has several scientific criteria such as realistic, empirical, objective, measurable, systematic, and rational.

#### Type of Research

The type of research used is explanatory research. This research uses a quantitative approach using primary data. Explanatory research is one type of research used to explain the causal relationship between research variables and to test hypotheses that have been designed stated by (Morissan, 2017).

#### Location and Time of Research

This research was conducted at PT CJI which is located in Arjosari Village - Rejosari District, Pasuruan Regency. And carried out in March 2023 until completion.

#### Data Collection Procedure

Some of the data collection processes used in this study are using methods:

1. Preliminary survey

Conducted with the aim of obtaining an overview of the general condition of the company, including the history of the company and the current condition of the company.

2. Literature study

collecting data and information through books, literature and previous research related to compensation, work motivation, training, job satisfaction, and performance.

3. Field study

The data collection method that will be used in this study is to use a personal questionnaire, where in the questionnaire there is a list of statements regarding compensation, work motivation, training, job satisfaction, and performance with a certain score that describes the state of the employee.

### Population

According to (Anshori & Iswati, 2019), population is the entire area of objects and research subjects to be analyzed and conclusions drawn by research. Meanwhile, according to (Riyanto & Hatmawan, 2020), the population is all objects or subjects that are in an area or meet certain conditions related to research problems, or all units or individuals within the scope to be studied. The population in this study specifically in utility electric employees as many as 102 employees.

### Sample

The sampling technique used in this research is Probability Sampling. According to (Sugiyono, 2013) Probability Sampling is a sampling technique that provides an equal opportunity for each element (member) of the population to be selected as a sample member. Then, after sampling which provides equal opportunities, this study also uses Simple Random Sampling. Simple Random Sampling according to (Sugiyono, 2013) which samples members of the population randomly regardless of level status in the population.

One of the methods used to determine the number of samples for this research uses convenience sampling techniques. According to (Sugiyono, 2013), convenience sampling or accidental sampling is taking respondents as samples based on chance, that is, anyone who happens to meet can be used as a sample. Of the total number of 102 employees in the Electric Utility department, a total of 81 employees alone can be found and are willing to be used as research respondents.

### Data Collection Method

In conducting research, the data collected will be used to solve existing problems, so the data must be reliable and accurate. The type of data used in this study is data obtained through the questionnaire method, which is a data collection technique carried out by giving a questionnaire or a set of questions or written statements to respondents stated by (Sugiyono, 2013).

this questionnaire there is a design of questions that are logically related to the research problem and each question is an answer that has meaning in testing the hypothesis. The questionnaire in this study has 5 (five) alternative answers that use a Likert scale, namely:

- 1) Value 1 represents Strongly Disagree (STS)
- 2) Value 2 represents Disagree (TS)
- 3) Value 3 represents Neutral (N)
- 4) Value 4 represents Agree (S)
- 5) Value 5 represents Strongly Agree (SS)

### Technical Analysis

Data analysis techniques are analysis techniques that describe, process, and describe data according to stages, as well as test the data that has been collected and test predetermined hypotheses (Cooper et al., 2017) Several data analysis techniques to answer this research, namely validity tests and reliability tests using the Partial Least Square (PLS) method. Partial Least Square (PLS) is an analytical method that shows strong conclusions with application to all data scales and does not require many assumptions. Partial Least Square (PLS) in addition to confirming the theory can also be used for testing proportions or building relationships for which there is no theoretical basis (Abdillah & Jogiyanto, 2015).

In this study, the Partial Least Square (PLS) analysis technique was used to determine the relationship between each variable as a whole. The steps of PLS are as follows:

- 1) Designing the Measurement Model (Outer Model)

Describes the relationship between indicators and latent variables. Based on the operational definition of variables, the measurement model design obtained the nature of the indicators of each variable which is reflective. The outer model evaluation stage is used to measure variables that will be tested for validity and reliability. The variable or construct validity test in Partial Least Square (PLS) analysis consists of:

- a) Convergent Validity, where measurement is based on the loading factor value. An indicator item is said to fulfill convergent validity if the loading score for each path between the component (latent variable) and the manifest variable should be greater than 0.5 (Ghozali, 2018).
- b) Construct Validity, where validity shows the extent to which a test measures the theoretical construct as the basis for preparing the test. If the Average Variance Extracted (AVE) value is greater than 0.5, then a construct can be said to have good construct validity (Abdillah & Jogiyanto Hartono, 2016).
- c) Discriminant Validity, where the cross loading value becomes the basis for measurement. If the cross loading value of the indicator on the variable is the largest compared to other variables, it can be said to fulfill discriminant validity.

- 2) Designing the Structural Model (Inner Model)

Substantive theory is the basis for describing the relationship between latent variables. Designing a structural model connects latent variables based on the formulation of problems or research hypotheses. The inner model evaluation stage is carried out to specify the relationship between latent variables (structural model) by describing the relationship between latent variables based on substantive theory, including:

- a) Coefficient of Determination, measures how far the ability of a model to explain variations in the dependent variable. The coefficient of determination is between zero and one. The smaller the R-square value, the more limited the variation in the dependent variable. Meanwhile, a value close to one means that the independent variable is able to provide all the information needed to explain and predict the dependent variable.
- b) Inner Weight, determines the magnitude of the effect and the level of significance through the bootstrapping resampling process of the hypothesized path. Paths that have a significant effect are based on T-statistics values greater than 1.96 and p-values less than 0.05 at the 0.05 significance level.

#### 3) Constructing the Path Diagram

To facilitate understanding of the results of designing the inner model and outer model, a path diagram can be formed.

#### 4) Hypothesis Test

Hypothesis testing estimates the path coefficient through evaluation based on the T-statistics value. The estimated value of the relationship between latent variables obtained by the bootstrapping procedure is indicated through the estimated path coefficient. Measurement items are said to be significant if the T-statistics value is greater than 1.96 and the p-value is less than 0.05 at the 0.05 (5%) significance level.

## 4. RESULTS AND ANALYSIS

### a. Convergent Validity

According to Ghazali. (2018) an indicator item is said to have met convergent validity if the loading score on each path between the component (latent variable) and the manifest variable should be  $> 0.5$ . Table 4.5 below shows the results of the validation test based on the loading factor value for each dimension and indicator in this study.

**Table 1**  
**Loading Factor**

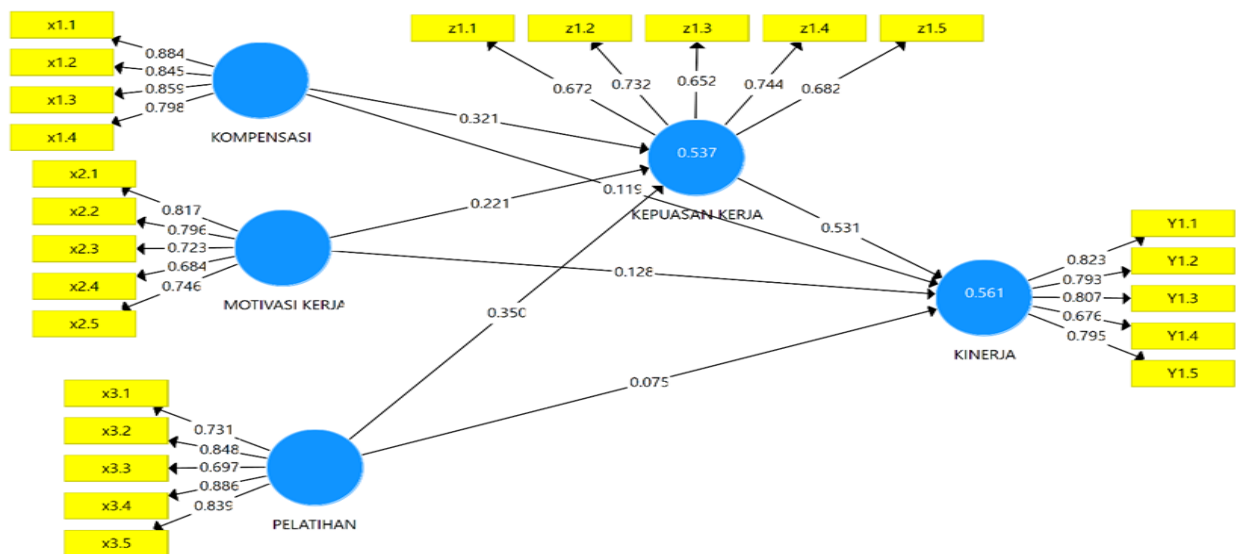
Variabel	Dimention	Item	Loading Value	Information
<b>Compensation</b>	1. Cooperation bond	X1.1	0.884	Valid
	2. Job Satisfaction	X1.2	0.845	Valid
	3. Motivation	X1.3	0.859	Valid
	4. Employee stability	X1.4	0.798	Valid
Variabel	Dimention	Item	Loading Value	Information
<b>Work Motivation</b>	1. Physiological needs: salary and work equipment	X2.1	0.817	Valid
	2. Security and safety needs: health benefits, pension funds, and health insurance.	X2.2	0.796	Valid
	3. Social needs: harmonious working relationships, the need to be accepted in a group	X2.3	0.723	Valid
	4. Self-esteem needs: promotions, work achievement awards, recognition from the company and coworkers	X2.4	0.684	Valid
	5. Self actualization needs: development of self potential, providing opportunities to express ideas.	X2.5	0.746	Valid
Variabel	Dimention	Item	Loading Value	Information
<b>Training</b>	1. Appropriateness of training materials: in accordance with job	X3.1	0.731	

	skills, education level, and problem-solving support in work.			
	2. Trainees: improvement of work skills and development of abilities in completing work.	X3.2	0.848	Valid
	3. Training Facilities: facilities and completeness of training materials	X3.3	0.697	Valid
	4. Teaching Staff: the quality of instructors is adequate.	X3.4	0.886	Valid
	5. Training time: the suitability of training time to the needs of the job.	X3.5	0.839	Valid
Variabel	Dimention	Item	Loading Value	Information
<b>Job Satisfaction</b>	1.Challenging work	Z1.1	0.672	
	2. Appropriate rewards	Z1.2	0.732	Valid
	3. Supervision of superiors	Z1.3	0.652	Valid
	4.Supportive co-workers	Z1.4	0.744	
	5. Position Promotion	Z1.5	0.682	
Variabel	Dimention	Item	Loading Value	Information
<b>Performance</b>	1. Quality: ability, timeliness and thoroughness in completing tasks	Y1.1	0.823	
	2. Quantity: speed and tidiness in completing tasks, and work output.	Y1.2	0.793	
	3. Timeliness: the activity is completed at the beginning of the stated time.	Y1.3	0.807	
	4. Effectiveness: maximizing resources (manpower, technology, raw materials) to increase output 4.	Y1.4	0.676	
	5. Independence: employees can perform their work functions independently and responsibly.	Y1.5	0.795	

Source: Results of data processing with PLS

The table 1 above shows that most of the loading factor values have met the rules of thumbs set by Ghazali (2018), namely > 0.5 for each indicator. This means that each indicator in this study has been declared statistically valid and can be used in the research construct. The following figure is an image that shows the





**Figure 2**  
**PLS Outer Model Path Diagram**

### b. Construct Validity

The outer model analysis in the second stage is to look at construct validity. Construct validity is the validity that shows the extent to which a test measures the theoretical construct on which the test is based. According to Ansori (2019), a construct is said to have good construct validity if the average variance extracted (AVE) value must be  $> 0.5$ . An AVE value  $> 0.5$  means that the probability of an indicator in a construct entering another variable is lower (less than 0.5) so that the probability of the indicator converging and entering the intended construct is greater, which is above 50 percent. The results of construct validity testing using SmartPLS are obtained as follows:

**Table 2**  
**Average Variance Extracted (AVE)**

Dimensions	AVE	Ket
Compensation	0.718	Valid
Work Motivation	0.569	Valid
Training	0.646	Valid
Job Satisfaction	0.686	Valid
Performance	0.609	Valid

Source: Results of data processing with PLS

Based on Table 2 above, it can be seen that the AVE value for each variable in the analysis model of this study has a good construct validity value, namely the AVE value is greater than 0.5.

### c. Discriminant Validity

Discriminant validity is a test conducted to see whether each indicator that composes a latent variable has a higher loading value compared to indicators for other latent variables. In the discriminant validity test, the parameter used is to compare the root of the AVE of a construct must be higher than the correlation between these latent variables, or by looking at the cross loading value, Ansori.M (2020). In the cross loading table, it will be seen that each indicator in one construct will be different from indicators in other constructs and collect on the intended construct. The following is the cross loading value of each indicator:

**Table 3**  
**Cross Loading Result**  
**Training**

	<b>Compensation</b>	<b>Work Motivation</b>	<b>Job Satisfaction</b>	<b>Performanc e</b>
<b>X1.1</b>	0.884	0.399	0.228	0.410
<b>X1.2</b>	0.845	0.546	0.385	0.501
<b>X1.3</b>	0.859	0.536	0.250	0.412
<b>X1.4</b>	0.798	0.441	0.379	0.448
<b>X2.1</b>	0.574	0.817	0.589	0.613
<b>X2.2</b>	0.431	0.796	0.483	0.430
<b>X2.3</b>	0.311	0.723	0.517	0.364
<b>X2.4</b>	0.473	0.684	0.321	0.337
<b>X2.5</b>	0.305	0.746	0.487	0.349
<b>X3.1</b>	0.222	0.424	0.731	0.389
<b>X3.2</b>	0.265	0.539	0.848	0.472
<b>X3.3</b>	0.230	0.483	0.697	0.316
<b>X3.4</b>	0.429	0.587	0.886	0.526
<b>X3.5</b>	0.304	0.580	0.839	0.370
<b>Z1.1</b>	0.493	0.462	0.462	0.672
<b>Z1.2</b>	0.341	0.532	0.510	0.732
<b>Z1.3</b>	0.343	0.356	0.334	0.652
<b>Z1.4</b>	0.410	0.423	0.461	0.744
<b>Z1.5</b>	0.389	0.421	0.354	0.682
<b>Y1.1</b>	0.354	0.433	0.493	0.619
<b>Y1.2</b>	0.412	0.400	0.345	0.531
<b>Y1.3</b>	0.340	0.498	0.416	0.573
<b>Y1.4</b>	0.443	0.454	0.384	0.528
<b>Y1.5</b>	0.499	0.470	0.407	0.573

Source: Results of data processing with PLS

The table 3 above shows that the value of each indicator in a construct is higher than that of other constructs and collects on one construct. So in this study it can be said to have good discriminant validity.

#### **d. Reliability**

Reliability can be seen from the Cronbach's alpha and Composite reliability values. According to Abdillah and Jogiyanto (2016), a construct can be said to be reliable, if it has a Cronbach's alpha value must be > 0.6 and the Composite reliability value must be > 0.7. Composite reliability measures the true reliability value of a variable while Cronbach's alpha measures the lowest value (lower bound) reliability of a variable so that the

Composite reliability value is always higher than the Cronbach's alpha value (Erlangga Arya Mandala. 2018). The following is the value of Cronbach's alpha and Composite reliability for each variable in this study:

**Table 4**  
**Composite Reliability dan Cronbach's alpha**

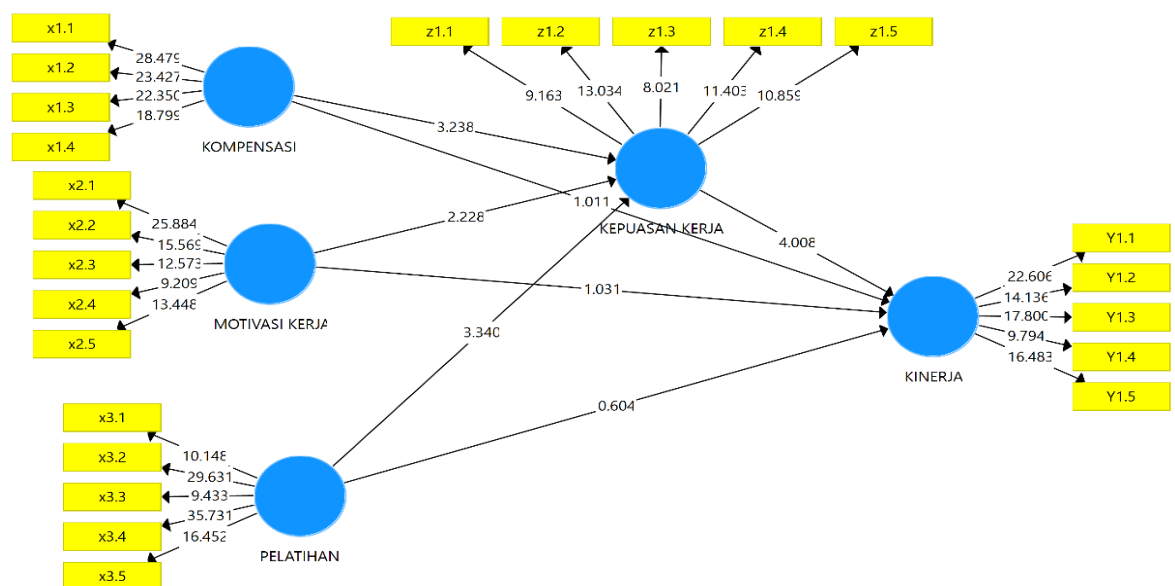
Variable	Cronbach's Alpha	Composite Reliability	Test Result
Compensation	0.868	0.910	Reliabel
Work Motivation	0.814	0.868	Reliabel
Training	0.861	0.900	Reliabel
Job Satisfaction	0.736	0.825	Reliabel
Performance	0.838	0.886	Reliabel

Source: Data Processing Results, 2023

Based on the table 4 above, it can be seen that all constructs in this study have a Cronbach's alpha value > 0.6 and a Composite reliability value > 0.7, so it can be said that all constructs are reliable. This means that each construct in the research model has internal consistency in the instrument reliability test.

#### e. Inner Model Evaluation

Testing the inner model or structural model is carried out to predict the causal relationship between variables or hypothesis testing. This test can be seen through the results of the coefficient of determination, predictive relevance, goodness of fit, as well as the path coefficient and parameter coefficient. When a significant relationship between variables is known, then the hypothesis related to the variables used in this study can be concluded, namely Compensation, Work Motivation, Training, Job Satisfaction, Performance. Hypothesis testing is done by bootstrapping. Here are the results :



**Figure 3**

#### PLS Inner Model Path Diagram

Source: Results of data processing with PLS

#### f. Hypothesis Testing

When the T-statistics score or value is higher than 1.96 and the p-value is lower than 0.05 at the 0.05 (5%) significance level, the measurement items are considered significant. While the parameter coefficient, shows the size of the influence of the independent variable on the dependent variable and the direction of its influence by looking at the positive or negative original sample value (Ghozali, 2011). The path coefficient table to view the T-statistics results is provided below.

**Table 5**  
**Path Coefficients**

	<i>Original Sample</i>	<i>t-Statistic</i>	<i>P-Values</i>	<b>Information</b>
Compensation → Job Satisfaction	0.321	3.126	0.002	Significant
Job Motivaition → Job Satisfaction	0.221	2.277	0.023	Significant
Training→ Job Satisfaction	0.350	3.354	0.001	Significant
Compensation → Performance	0.289	2.320	0.021	Significant
Job Motivation → Performance	0.245	1.893	0.059	Not Significant
Training → Performance	0.261	2.209	0.028	Significant
Job Satisfaction → Performance	0.531	3.818	0.000	Significant
Compensation → Job Satisfaction→Performance	0.170	1.986	0.048	Significant
Job Motivation → Job Satisfaction→Performance	0.117	1.978	0.048	Significant
Training→ Job Satisfaction→Performance	0.185	2.483	0.013	Significant

Source : Data Proseses (2022)

Table 5 shows that there are three significant influences on the results of this study. Based on the results of statistical hypothesis testing, it can be explained as follows:

Based on the results of the path coefficient test in the table above, it can be used to prove the research hypothesis as follows:

**1) The effect of compensation on job satisfaction**

The parameter coefficient value of 0.321 in the table above shows that compensation has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.002 and a T-statistics value of 3.126 > 1.96. Based on these statistical calculations, it can be concluded that compensation has an effect on job satisfaction in this research sample, thus supporting hypothesis H1 which states that compensation has a significant effect on job satisfaction.

**2) The effect of work motivation on job satisfaction**

The parameter coefficient value of 0.221 in the table above shows that work motivation has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.023 and a T-statistics value of 2.277 > 1.96. Based on these statistical calculations, it can be concluded that work motivation affects job satisfaction in this research sample, thus supporting hypothesis H2 which states that work motivation has a significant effect on job satisfaction.

**3) The effect of training on job satisfaction**

The parameter coefficient value of 0.350 in the table above shows that training has a positive and significant effect on job satisfaction. This can be seen from the path coefficient value which has a p-value of 0.001 and a T-statistics value of 3.354 > 1.96. Based on these statistical calculations, it can be concluded that training has an effect on job satisfaction in this research sample, thus supporting hypothesis H3 which states that training has a significant effect on job satisfaction.

**4) The effect of compensation on performance**

The parameter coefficient value of 0.289 in the table above shows that compensation has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.021 and a T-statistics value of 2.320 > 1.96. Based on these statistical calculations, it can be concluded that compensation has an effect on performance in this research sample, thus supporting hypothesis H4 which states that compensation has a significant effect on performance.

**5) The effect of work motivation on performance**

The parameter coefficient value of 0.245 in the table above shows that work motivation has no effect on performance. This can be seen from the path coefficient value which has a p-value of 0.591 and a T-statistics value of  $1.893 < 1.96$ . Based on these statistical calculations, it can be concluded that work motivation has no effect on performance in this research sample, thus rejecting hypothesis H5 which states that work motivation has a significant effect on performance.

**6) The effect of training on performance**

The parameter coefficient value of 0.261 in the table above shows that training has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.028 and a T-statistics value of  $2.209 > 1.96$ . Based on these statistical calculations, it can be concluded that training has an effect on performance in this research sample, thus supporting hypothesis H6 which states that training has a significant effect on performance.

**7) The effect of job satisfaction on performance**

The parameter coefficient value of 0.531 in the table above shows that job satisfaction has a positive and significant effect on performance. This can be seen from the path coefficient value which has a p-value of 0.000 and a T-statistics value of  $3.818 > 1.96$ . Based on these statistical calculations, it can be concluded that job satisfaction affects performance in this research sample, thus supporting hypothesis H7 which states that job satisfaction has a significant effect on performance.

**8) Job satisfaction can mediate the effect of compensation, work motivation, and training on performance.**

The parameter coefficient value of Compensation, Job Satisfaction, Performance is 0.170, Work Motivation, Job Satisfaction, Performance is 0.117, Training, Job Satisfaction, Performance is 0.185. in the table above shows that job satisfaction can mediate the effect of compensation, work motivation, and training on performance. This can be seen from the value of the three path coefficients which have a p-value of 0.048, 0.048, and 0.013 and a T-statistics value of 1.986 1.978 and  $2.483 > 1.96$ . Based on these statistical calculations, it can be concluded that job satisfaction can mediate the effect of compensation, work motivation and training on performance in this research sample, thus supporting hypothesis H8 which states that job satisfaction can mediate the effect of compensation, work motivation and training on performance can be accepted.

**DISCUSSION****The effect of compensation on job satisfaction**

Based on the results of the inner model, compensation (X1) has a significant influence on job satisfaction (Z). This can be seen from the p-value of 0.002. Because the p-value is smaller than 0.05, the variable can be said to have a significant effect. Furthermore, the original sample value of 0.321 indicates that the effect is positive. Therefore, the higher the compensation provided by the company, it will affect the increase in employee job satisfaction. Vice versa, the lower the compensation given, the lower the employee's job satisfaction.

Compensation makes employees feel satisfied with what they receive. Satisfied or dissatisfied employees with the compensation received have an influence on the results of the work they do. For this reason, compensation is a part of organizational policy that must continue to be taken seriously by providing appropriate and appropriate compensation so that job satisfaction is fulfilled in each employee. According to Mangkunegara (2016) Compensation given to employees greatly affects the level of job satisfaction and work motivation, as well as work results.

Based on the results of descriptive statistical analysis, it is known that several components of the statement on the compensation variable are in accordance with the haraoan of the employees at PT CJI. For example, such as the statement if the overall increase in productivity in a team or department can reflect the positive impact of compensation that stimulates employee motivation and other statements. The majority of respondents answered agreeing with the statements in the questionnaire, as evidenced by the mean value of the compensation variable of 4.2 (in the high category).

The results of the above research support research conducted by (Wayan MU, 2012), Herispon and Firdaus (2022), the results of both studies found that compensation affects employee job satisfaction.

**The Effect of Job Motivaiton On Job Satisfaction**

Based on the results of the inner model, work motivation (X2) has a significant influence on job satisfaction (Z). This can be seen from the p-value of 0.023. Because the p-value is smaller than 0.05 so that the variable can be said to have a significant effect. Furthermore, the original sample value of 0.221 indicates that the effect is positive. Therefore, the higher the work motivation that the employee gets from the company, it will affect the employee's job satisfaction. Vice versa, the lower the work motivation the employee gets, the lower the employee's job satisfaction.

Based on the results of the hypothesis test, it is proven that motivation has a positive and significant effect on job satisfaction. This means that the better the motivation given to company employees, the more employee job satisfaction will increase. In this study, motivation is seen from five levels of needs, namely physiological, security, social, appreciation, and self-actualization. Social needs, security, and physiological needs are the highest measure of employee motivation. especially the family atmosphere at work, transportation facilities to work and the provision of attendance fees and performance allowances have an impact on employee job satisfaction.

Based on the results of descriptive statistical analysis, it is known that several components of statements on work motivation variables get quite good answers, for example in statements related to work motivation, namely the need for employee security is facilitated by the existence of comprehensive health benefits, pension funds, and health insurance, recognition awards for work performance affect employee work motivation, and so on. This is also evidenced by the mean value of the work motivation variable of 4.4.

The results of the above research support research conducted by Nawastuti (2018), and Juniari et al (2015). The results of his research found that work motivation has a significant positive effect on employee job satisfaction.

#### **The effect of training on job satisfaction**

Based on the results of the inner model, training (X3) has a significant influence on job satisfaction (Z). This can be seen from the p-value of 0.001. Because the p-value is smaller than 0.05, the variable can be said to have a significant effect. Furthermore, the original sample value of 0.350 indicates a positive effect. Therefore, the higher the training the employee gets from the company, it will affect the employee's job satisfaction. Vice versa, the less training the employee gets, the lower the employee's job satisfaction.

Training is able to increase satisfaction with increased performance after training can increase confidence in work. This supports the theory according to Cashmere which states that training is carried out to increase self-confidence, increase knowledge, increase motivation, understand the work environment, and so on.

Based on the results of descriptive statistical analysis, it is known that several components of statements on work motivation variables get quite good answers, for example in statements related to work motivation, namely the need for employee security is facilitated by the existence of comprehensive health benefits, pension funds, and health insurance, recognition awards for work performance affect employee work motivation, and so on. This is also evidenced by the mean value of the work motivation variable of 4.4.

The results of the above research support research conducted by Indriastuti (2017), Supatmi, et al (2012), and Meidita (2019) the results of the study show that training is proven to have a significant effect on job satisfaction. The more often training is provided, it will increase the ability and expertise of employees who improve performance.

#### **Effect of compensation on performance**

Based on the results of the inner model, compensation (X1) has a significant influence on performance (Y). This can be seen from the p-value of 0.021. Because the p-value is smaller than 0.05 so that the variable can be said to have a significant effect. Furthermore, the original sample value of 0.289 indicates that the effect is positive. Therefore, the higher the compensation that the employee gets from the company, it will affect the increase in employee performance. Vice versa, the less compensation the employee gets, the lower the employee's performance.

Compensation is a reward given by the company to employees, because these employees have contributed ideas for the progress of the company in order to achieve predetermined goals, both in the long and short term with the provision of compensation in the form of salaries, incentives, allowances and facilities, employee performance will increase and carry out tasks seriously and professionally. Compensation is a very important factor in improving employee performance because with compensation employees are more eager to work for the progress of the Company.

Based on the results of descriptive statistical analysis, it is known that several components of the statement on the compensation variable are in accordance with the haraoan of the employees at PT CJI. For example, such as the statement if the overall increase in productivity in a team or department can reflect the positive impact of compensation that stimulates employee motivation and other statements. The majority of respondents answered agreeing with the statements in the questionnaire, as evidenced by the mean value of the compensation variable of 4.2 (in the high category).

The results of the above study support research conducted by Murgijanto (2010) and Poluakan et al (2019) the results of their research found that there is an effect of intrinsic compensation on performance and there is a significant effect on performance.

#### **The effect of work motivation on performance**

Based on the results of the inner model, work motivation (X2) has no influence on performance (Y). This can be seen from the p-value of 0.059. Because the p-value is greater than 0.05 so that this variable can be said to have no significant effect. Therefore, work motivation has no influence on employee performance in a company.

From the results of the analysis using smart PLS, it shows that motivation has no significant effect on employee performance. This means that the motivation received by employees has no effect on the performance of these employees. This indicates that the need to be recognized, doing the best and the need for independence do not affect employee performance at PT CJI. Or it can be said that the motivation that exists in employees is not the main component that is the spirit of the employees' work, so the employees' motivation that rises and falls will not affect their performance, because they consider work motivation as a distraction in carrying out work, so that motivation will not affect their performance, as long as the rights or main components that they make a benchmark, they have received and received accordingly, for example such as compensation and job training, which are the research variables in this study.

The results of this study support the results of previous research conducted by Dapu (2015) then research conducted by Sumiati and Purbasari (2019). Which results in that Motivation has no effect on Employee Performance. with a sample of 60 respondents using a questionnaire and multiple linear regression analysis.

#### **Effect of training on performance**

Based on the results of the inner model, training (X3) has a significant influence on performance (Y). This can be seen from the p-value of 0.028. Because the p-value is smaller than 0.05, the variable can be said to have a significant effect. Furthermore, the original sample value of 0.261 indicates that the effect is positive. Therefore, the more training the employee gets from the company, it will affect the improvement of the employee's performance. Vice versa, the less job training the employee gets from the company, the more the employee's performance will decrease.

The results of this study are supported by the theory put forward by Mangkuprawira and (Aryadi Jamal Arsyad, 2017): 160 stating that employee performance is influenced by employee extrinsic factors, one of which is training. According to (Anggereni, 2018): 10), training can add experience and improve work skills has the most direct impact on performance. In line with that, (Bawamenewi et al., 2019): 77) states that the implementation of training programs shapes and improves employee abilities and knowledge, so it is hoped that the more often the training program is carried out, the higher the level of performance. Based on the results of research on respondents who are employees of PT CJI, they on average agree that the existence of job training will make them increase their skills at work, and this will be able to improve their performance.

Research conducted by (Indriastuti, 2017) and Supatmi, et al (2012) research results show that training is proven to have a significant effect on job satisfaction. The more often training is provided, it will increase the ability and expertise of employees who improve performance.

#### **The effect of job satisfaction on performance**

Based on the results of the inner model, job satisfaction (Z) has a significant influence on performance (Y). This can be seen from the p-value of 0.000. Because the p-value is smaller than 0.05, the variable can be said to have a significant effect. Furthermore, the original sample value of 0.531 indicates that the effect is positive. Therefore, the higher the job satisfaction felt by employees, it will affect the increase in employee performance. Vice versa, the less job satisfaction the employee feels, the more the employee's performance will decrease.

Lack of fulfillment of job satisfaction will lead to a decrease in employee productivity so that providing material and non-material needs needs to be given to achieve job satisfaction. In a company, an important factor is employees (humans) and how job satisfaction is applied in order to affect employee performance (Fakhri & Aruan, 2015). Job satisfaction received and felt by an employee will affect the results obtained from his work. By obtaining job satisfaction by employees, be it by providing appropriate salaries, the work given is in accordance with their expertise, and the relationship with superiors is well established, this will improve the performance of their employees (Erlangga Arya Mandala, 2018).

The results of the above research support research conducted by (Azhari et al., 2021) (2021), the results of his research found that job satisfaction affects employee performance.

#### **Job satisfaction can mediate the effect of compensation, work motivation and training on employee performance.**

Based on the results of the inner model, job satisfaction (Z) can mediate the effect of compensation, work motivation and training on performance (Y). This can be seen from the three path coefficients which have a p-value of 0.048, 0.048, and 0.013. Because the three p-values are smaller than 0.05 so that these variables can be said to have a significant effect.

The results of this study are in line with the results of research conducted by Tegar & Pragalata (2019) found that employees feel that they are valued by the company for their performance and contribution if they get a good salary. Therefore, they are motivated to contribute more or do better for the company. Indirectly, they feel satisfied with the compensation facilities, work motivation and training they get from the Company. According to Nitasari (2012) based on the results of linear regression analysis conducted by the mediation test (intervening), it is known that the job satisfaction variable is able to become an intervening variable from the results of the calculation of standardized coefficients for the indirect effect of work motivation on employee performance through job satisfaction is greater than the direct effect of work motivation on employee

performance. Meanwhile, according to Dihan and Pratama (2018) Job satisfaction is able to mediate the effect of training on employee performance.

## 5. CONCLUSION

In this section, conclusions are presented from the test results based on the formulation of problems and hypotheses. This chapter also provides suggestions on the basis of the research results. The following is a description of the conclusions and suggestions from the researcher: Compensation (X1) has a significant positive effect on job satisfaction (Z) of PT Cheil Jedang Indonesia Pasuruan employees, work motivation (X1) has a significant positive effect on job satisfaction (Z) of PT Cheil Jedang Indonesia Pasuruan employees, job training (X1) has a significant positive influence on job satisfaction (Z) of PT Cheil Jedang Indonesia Pasuruan employees, compensation (X1) has a significant positive influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan, work motivation (X1) has no influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan, training (X1) has a significant positive influence on the performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan, job Satisfaction (X1) has a significant positive influence on the Performance (Y) of employees of PT Cheil Jedang Indonesia Pasuruan, and job satisfaction (X1) can mediate the effect of compensation, work motivation and training on performance (Y).

## SUGESTION

Based on the conclusions from the results of the data analysis carried out, several suggestions are proposed, namely as follows:

### 1. For the company

Based on the results of this study, compensation has an influence on job satisfaction and employee performance, so it is recommended that companies pay attention to each compensation indicator in this study properly. Because the compensation provided on time and the amount in accordance with the rights of employees should make employees satisfied and more enthusiastic in carrying out their work, and then work motivation has an influence on job satisfaction. so that companies are advised to pay attention to every indicator of work motivation in this study properly. Because employees who feel well motivated will feel satisfied and will be reflected in their increasing performance, last based on the results of this study, training has an influence on job satisfaction. so that companies are advised to pay attention to every indicator of job training in this study. Employees who often get regular job training will feel that their skills are honed and this will help these employees in carrying out their work.

### 2. For future researchers

To add more diverse references by adding other variables and indicators that can affect employee performance. Such as transformational leadership, work engagement. And others.

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