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The Effect of Compensation and Work Environment on Employee Performance

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Abstract

Human resources constitute a strategic asset that plays a vital role in the sustainability and success of an organization, with employee performance serving as a key indicator of effective HR management. This study aims to analyze the effect of compensation and work environment on employee performance, both partially and simultaneously. A quantitative research design with an associative approach was employed, involving all 55 permanent employees as respondents using a saturated sampling technique. Data were collected through structured questionnaires and direct observation and analyzed using multiple linear regression and statistical assumption tests with SPSS. The findings reveal that both compensation and work environment, individually and simultaneously, have a significant positive effect on employee performance. Adequate and fair compensation enhances employee motivation, satisfaction, and loyalty, while a supportive, safe, and comfortable work environment improves focus, efficiency, and work engagement. The practical implication is that organizations should implement competitive and equitable compensation systems and cultivate a conducive work environment to optimize employee performance and achieve strategic organizational objectives. In conclusion, effective management of internal organizational factors is essential for maximizing employee productivity, motivation, and effectiveness.

Keywords

Compensation, Employee Performance, Human Resource Management, Work Environment.

1. Introduction

Human Resources (HR) constitutes a strategic asset that plays a fundamental role in the sustainability and success of an organization. HR not only functions as an operational executor but also serves as the primary driver capable of synergizing all organizational resources to achieve the company's vision, mission, and objectives (Tholib et al., 2024). Therefore, effective human resource management is essential for every organization. One of the key indicators of successful HR management is employee performance, as there is a strong relationship between individual performance and overall organizational performance. Optimal employee performance directly contributes to increased productivity, service quality, customer satisfaction, and business sustainability, particularly in companies operating in the automotive sector, such as KW Mobilindo Jogja (Puspita & Ferils, 2025).

Employee performance refers to the level of achievement attained by individuals in carrying out their duties and responsibilities within a specific period, based on standards established by the organization. In the context of human resource management, employee performance is influenced by various factors, including compensation and the work environment (Ronaldlo & Rizqi, 2024). Compensation, as a form of reward for employees' contributions, plays a crucial role in enhancing motivation and productivity. Fair and adequate compensation not only reflects the organization's appreciation of employees but also functions as a mechanism to promote work discipline and improve overall performance (Maulidina & Sularmi, 2024). Furthermore, compensation has been shown to reduce turnover intention, thereby contributing to long-term performance stability (Fibriadi & Yusuf, 2022; Febryan & Kamilia, 2025).

In addition to compensation, the work environment is another critical factor influencing employee performance. The work environment encompasses all conditions surrounding employees, both physical and non-physical, that may affect the execution of their tasks (Dayanti & Nurchayati, 2023). A conducive, safe, and comfortable work environment can enhance employee morale, reduce work errors, and improve focus and productivity. Empirical studies by Kurniawan et al. (2022) and Ilmi and Juliana (2023) indicate that the work environment, particularly non-physical aspects such as interpersonal relationships and managerial support, has a significant impact on employee performance. Thus, it can be inferred that compensation and work environment are interrelated variables that jointly contribute to improving employee performance (Lilo & Ardiansari, 2025; Salsabiela et al., 2025).

Despite numerous studies examining the effects of compensation and work environment on employee performance, several research gaps remain (Olivia et al., 2024). Most prior studies by Rachmad et al. (2023) and Riyadi et al. (2023) tend to investigate these variables separately or emphasize only one aspect, either compensation or work environment, without comprehensively analyzing their interaction within specific industrial contexts. Furthermore, there is limited research focusing on the automotive sector, particularly at the local company level, such as KW Mobilindo Jogja, which possesses unique characteristics in terms of work environment and compensation systems compared to other industries. Therefore, further research is needed to integrate both variables within a single analytical framework that is contextually relevant.

Based on these gaps, the novelty of this study lies in its integrative approach, which simultaneously examines the influence of compensation and the work environment on employee performance within a local automotive company. This study not only analyzes the individual effects of each variable but also explores how the two variables interact to shape employee performance. This research contributes empirically by providing context-specific data and analysis related to KW Mobilindo

Jogja, thereby enriching the literature in the field of human resource management, particularly within the automotive sector.

Accordingly, the objective of this study is to analyze the influence of compensation and work environment on employee performance at KW Mobilindo Jogja, both partially and simultaneously. This study is expected to provide theoretical contributions to the development of human resource management knowledge, as well as practical implications for organizations in formulating effective policies related to compensation management and the creation of a conducive work environment in order to optimize employee performance.

2. Literature Review and Hypothesis Development

2.1. The Effect of Compensation on Employee Performance

Compensation refers to all forms of financial and non-financial rewards provided to employees in return for their contributions to the organization. Equitable and appropriate compensation reflects the recognition of employee value and serves as a key mechanism for enhancing motivation and performance, whereas improper implementation may result in demotivation, dissatisfaction, and decreased organizational effectiveness (Herlina, 2023). Putri and Arifin (2025) argue that compensation encompasses both direct (financial) and indirect (non-financial) forms of remuneration, emphasizing its critical role in influencing employee performance. According to Dessler and Simamora (2020), compensation can be broadly categorized into financial and non-financial components. Financial compensation includes direct payments such as salaries, wages, incentives, and bonuses, as well as indirect benefits including insurance, severance pay, pensions, overtime compensation, and holiday allowances. In contrast, non-financial compensation involves career-related rewards such as job security, opportunities for promotion, recognition of achievements, special accomplishments, and verbal appreciation.

A number of empirical studies have examined the impact of compensation on employee performance. Ronalddo and Rizqi (2024) found that compensation significantly improves employee performance, particularly when distributed fairly and proportionally. Similarly, Septianingtyas et al. (2024) reported a positive and significant relationship between compensation and the achievement of employees' work targets, indicating that effective compensation systems play a crucial role in enhancing individual performance outcomes.

H1: Compensation has a positive effect on employee performance.

2.2. The Effect of Work Environment on Employee Performance

According to Shammout (2021), the work environment refers to the setting in which employees carry out their daily work activities, directly influencing their comfort, safety, and effectiveness at work. A conducive work environment not only provides a sense of security but also encourages employees to perform optimally and productively (Santoso & Oktafien, 2024). In this context, the work environment encompasses physical aspects such as spatial layout, lighting, temperature, and air circulation, as well as non-physical aspects including interpersonal relationships, workplace atmosphere, and organizational support (Suparman et al., 2024). A well-designed work environment creates conditions that enhance concentration and efficiency, thereby contributing to sustained improvements in employee performance. Therefore, organizations need to comprehensively manage work environment conditions as part of their human resource management strategy to enhance employee performance (Waruwu et al., 2025).

Warongan et al. (2022) found that both physical and non-physical work environments simultaneously contribute to performance improvement, highlighting

the importance of optimizing elements such as spatial arrangement, lighting, and ventilation. Furthermore, non-physical aspects play a strategic role in shaping employee behavior. Yusuf and Elsandra (2023) emphasize that non-physical work environment variables, including task structure, leadership patterns, and organizational culture, are crucial in creating a supportive work atmosphere that fosters high performance. These findings suggest that employee performance is not solely determined by individual factors but is also strongly influenced by the quality of the work environment, effectively managed by the organization.

H2: Work environment has a positive effect on employee performance.

2.3. Simultaneous Effect on Employee Performance

Employee performance is a critical determinant of organizational success, as substandard performance can impede the achievement of company objectives (Tuffaha, 2020). Performance is defined as the outcomes produced by employees based on the quality of their work within a specified timeframe, aligned with their assigned duties and responsibilities (Irfan et al., 2023). It reflects the results delivered by individuals or groups within an organization, carried out in accordance with legal, ethical, and organizational standards to meet established goals (Septianingtyas et al., 2024). Putri and Arifin (2025) further emphasize that performance represents the degree to which employees fulfill their tasks according to predetermined work requirements and standards, thereby indicating the effectiveness of organizational goal attainment.

Numerous studies by Yusuf and Elsandra (2023) examined the effects of compensation and the work environment on employee performance. Optimal performance cannot be achieved by focusing solely on one factor. Employees who receive substantial compensation but operate in a disorganized or conflict-ridden environment may still experience stress, while a supportive work environment without adequate remuneration can suppress motivation (Zaeni et al., 2022; Zulher et al., 2022). Therefore, implementing an attractive compensation system in conjunction with fostering a conducive work environment is likely to result in significantly enhanced employee performance. This integrated approach ensures that both motivational and environmental factors contribute synergistically to achieving peak organizational outcomes.

H3: Compensation and work environment have a simultaneous positive and significant effect on employee performance.

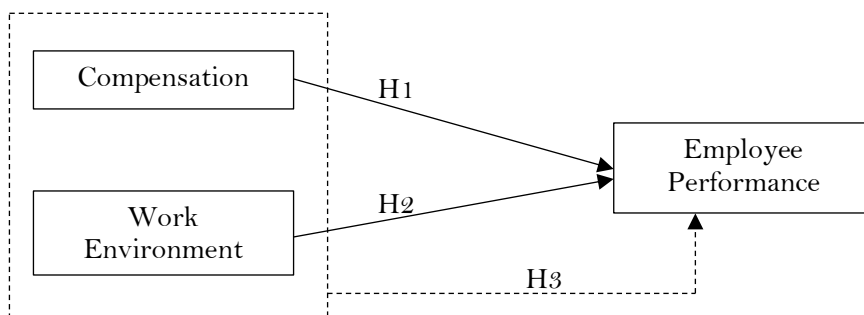


Figure 1. Conceptual Framework

The conceptual framework illustrated in Figure 1 depicts the hypothesized relationships between compensation, work environment, and employee performance. Compensation (H1) and work environment (H2) are proposed to directly influence employee performance, indicating that both financial and non-financial rewards, as

well as conducive working conditions, contribute to performance outcomes. Additionally, the framework includes a simultaneous effect (H3), suggesting that the combined influence of compensation and work environment jointly affects employee performance. This model highlights the importance of addressing both motivational and environmental factors to optimize employee effectiveness.

3. Methods

This study employs a quantitative approach with an associative method, aimed at examining the relationships and effects among variables. According to Sugiyono (2023), associative research focuses on identifying the influence or correlation between one or more variables. This design is applied to assess how compensation and work environment affect employee performance, both partially and simultaneously, at KW Mobilindo Jogja. The quantitative approach was chosen because it allows for the objective measurement of specific variables and the statistical analysis of data, typically through instruments such as questionnaires or surveys. The population of this study includes all permanent employees of KW Mobilindo Jogja, defined as individuals possessing specific characteristics according to the researcher's criteria. Considering the relatively small population, a saturated sampling (census) technique was employed, resulting in all 55 employees being selected as respondents, fully representing the population.

Data were collected using a combination of primary and secondary sources. Primary data were obtained directly from respondents through a structured questionnaire developed based on the indicators of each variable. The variables measured include compensation, encompassing all forms of material and non-material rewards such as salary, allowances, incentives, recognition, and facilities; work environment, covering both physical and non-physical workplace conditions such as lighting, air circulation, and room layout; and employee performance, reflecting work quality, responsibility, task completion, timeliness, and loyalty. Secondary data were obtained from internal company documents, including organizational structure, employee records, and company history. Data collection was also complemented by direct observation of the work environment and employee activities. All measurements employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) (Sugiyono, 2023).

The research instruments were tested for validity and reliability. Validity testing followed the procedure outlined by Ghazali (2018), with questionnaire items considered valid if the calculated *r*-count exceeded the *r*-table value at a 5% significance level. Reliability testing used Cronbach's Alpha, with values above 0.60 indicating consistent variables. Data analysis included testing statistical assumptions, such as normality using the One-Sample Kolmogorov-Smirnov test (significance > 0.05), heteroscedasticity, and multicollinearity at a 0.05 significance level. The main analysis was conducted using multiple linear regression to determine the strength and direction of the influence of compensation and work environment on employee performance. Hypothesis testing involved *t*-tests for partial effects, *F*-tests for simultaneous effects, and the coefficient of determination (R^2) to evaluate the explanatory power of the model. All data analyses were performed using SPSS Version 25 to ensure accuracy and reliability in data processing.

4. Results

To provide an overview of the respondents involved in this study, the characteristics of the participants were analyzed based on demographic factors such as age and gender. Understanding these characteristics is important as they may influence the perspectives and responses given in the questionnaire. The distribution of respondents according to these variables is summarized in Table 1.

Table 1. Characteristics Respondent

Characteristic	Category	Frequency	Percentage
Age	18–20	8	14.55%
	21–30	20	36.36%
	31–40	27	49.09%
Gender	Male	26	47.27%
	Female	29	52.73%
Total		55	100%

Table 1 presents the demographic characteristics of the respondents involved in the study. The majority of participants were aged between 31 and 40 years (49.09%), followed by those aged 21–30 years (36.36%) and 18–20 years (14.55%). Regarding gender distribution, female respondents slightly outnumbered males, comprising 52.73% of the sample, while males accounted for 47.27%. The table shows that the study included a balanced representation of age groups and gender among the 55 respondents.

Table 2. Validity and Reliability

Variable	r-count	r-table	Cronbach's Alpha	Threshold	Conclusion
Compensation	0.656	0.279	0.838	0.60	Valid & Reliable
	0.656				
	0.723				
	0.668				
	0.535				
	0.637				
	0.677				
	0.666				
	0.615				
	0.600				
Work Environment	0.655	0.279	0.815	0.60	Valid & Reliable
	0.706				
	0.607				
	0.643				
	0.535				
	0.554				
	0.621				
	0.631				
	0.599				
	0.643				
Employee Performance	0.783	0.279	0.882	0.60	Valid & Reliable
	0.791				
	0.686				
	0.705				
	0.686				
	0.717				
	0.569				
	0.655				
	0.721				
	0.670				

Table 2 summarizes the results of the validity and reliability tests for all variables in the study. The calculated r-count for each item of the compensation, work environment, and employee performance variables all exceeded the r-table value of 0.279, indicating that the items are valid. Reliability was assessed using Cronbach's Alpha, with values of 0.838 for compensation, 0.815 for work environment, and 0.882

for employee performance, all surpassing the threshold of 0.60. These results demonstrate that the questionnaire items for each variable are both valid and reliable, ensuring that the instruments accurately measure the intended constructs and provide consistent responses across participants.

Table 3. Multicollinearity & Heteroscedasticity Test

Test	Multicollinearity	Heteroscedasticity
	Tolerance	Sig.
Compensation	0.486	0.131
Work Environment	0.589	0.148

Table 3 presents the results of the multicollinearity and heteroscedasticity tests for the independent variables. The tolerance values for compensation are 0.486 and for the work environment are 0.589, which are above the critical value of 0.10, indicating no severe multicollinearity among the independent variables. Additionally, the significance values from the heteroscedasticity test are 0.131 for compensation and 0.148 for work environment, both exceeding the 0.05 threshold. These results suggest that the regression model satisfies the assumptions of multicollinearity and homoscedasticity, meaning the independent variables are appropriately independent and the residuals exhibit constant variance.

Table 4. Normality Test

Test	Unstandardized Residual
N	55
Mean	0.000
Std. Deviation	0.623
KS Statistic	0.104
Sig. (2-tailed)	0.200

Table 4 presents the results of the normality test for the unstandardized residuals of the regression model. The Kolmogorov-Smirnov (KS) statistic is 0.104, with a significance value of 0.200, which exceeds the 0.05 threshold. This indicates that the residuals are normally distributed. Additionally, the mean of the residuals is 0.000 and the standard deviation is 0.623, further confirming that the assumption of normality is satisfied for the regression analysis.

Table 5. F Test

Source	Sum of Squares	df	Mean Square	F-statistic	Sig.
Regression	2415.968	2	1207.984	299.9677	<0.001
Residual	20.941	52	0.403	–	–
Total	2436.909	54	–	–	–

Table 5 presents the results of the F-test, which evaluates the simultaneous effect of compensation and work environment on employee performance. The calculated F-statistic is 299.9677 with a significance level of less than 0.001, which is below the 0.05 threshold. This indicates that the independent variables together have a significant simultaneous influence on employee performance. The results confirm that the regression model is statistically significant and capable of explaining variations in the dependent variable.

Table 6 presents the results of hypothesis testing using multiple linear regression analysis. Both compensation and work environment have a significant positive effect on employee performance. Compensation has an unstandardized coefficient of 0.481 with a t-statistic of 4.888 and a significance level below 0.001, while work environment has a coefficient of 0.589 with a t-statistic of 5.865 and a significance

level below 0.001. These results indicate that higher compensation and a better work environment are associated with higher employee performance.

Table 6. Hypothesis Testing

Path	B (Unstandardized)	Std. Error	Beta (Standardized)	t- statistic	Sig.
(Constant)	-2.703	0.529	–	-5.109	<0.001
Compensation for Employee Performance	0.481	0.098	0.454	4.888	<0.001
Work Environment on Employee Performance	0.589	0.100	0.544	5.865	<0.001

Table 7 presents the coefficient of determination (R^2) for the regression model. The R-value is 0.996, indicating a very strong correlation between the independent variables (compensation and work environment) and the dependent variable (employee performance). The R^2 value of 0.991 shows that 99.1% of the variance in employee performance can be explained by the combination of compensation and work environment. The adjusted R^2 , also 0.991, confirms the model's high explanatory power while accounting for the number of predictors. The standard error of the estimate is 0.635, indicating a relatively small deviation between the observed and predicted values.

Table 7. R-Square

Statistic	Value
R	0.996
R^2	0.991
Adjusted R^2	0.991
Std. Error of the Estimate	0.635

5. Discussion

The results of this study indicate that compensation has a positive and significant effect on employee performance at KW Mobilindo Jogja. This finding confirms that the more optimal the compensation provided, including salary, allowances, incentives, recognition, and facilities, the higher the motivation and productivity of employees in performing their duties. In addition, fair and competitive compensation is able to create a sense of security and appreciation among employees, which further strengthens their commitment to achieving organizational goals. This aligns with the study of Septianingtyas et al. (2024), which emphasizes that compensation is a key factor in encouraging employees to perform better and contribute more effectively to the organization. Compensation not only provides material rewards but also includes non-material aspects such as recognition and appreciation, which play a crucial role in enhancing job satisfaction and employee loyalty. Furthermore, when employees perceive that the compensation system is transparent and equitable, they tend to demonstrate higher levels of engagement, responsibility, and overall performance within the organization.

Furthermore, the study found that the work environment has a positive influence on employee performance. A comfortable, safe, and supportive work environment, both physically and non-physically, can enhance focus, efficiency, and work engagement. This result is consistent with the findings of Putri and Arifin (2025), who assert that favorable working conditions, including adequate lighting, proper air circulation, and ergonomic room layout, promote productivity while reducing

employee stress. A conducive work environment also facilitates effective communication and teamwork, enabling organizational goals to be achieved more effectively.

In addition, the study demonstrates that compensation and the work environment simultaneously exert a significant effect on employee performance. This indicates that the combination of adequate compensation and a supportive work environment can collectively maximize employee outcomes. When employees receive fair rewards while working in a comfortable, safe, and conducive environment, they are more likely to exhibit higher motivation, stronger engagement, and improved productivity. These findings are consistent with Widiaastuti (2018), who highlighted the importance of synergy between financial rewards and optimal working conditions in fostering superior employee performance. Furthermore, the interaction between these two factors creates a reinforcing effect, where compensation enhances satisfaction, and the work environment supports the effective execution of tasks, ultimately leading to sustained organizational performance.

This study confirms that internal organizational factors, such as compensation and the work environment, are key determinants in enhancing employee performance. Organizations that effectively manage these factors are likely to achieve a more productive, motivated, and loyal workforce (Widiaastuti, 2018). The practical implication of these findings is that the management of KW Mobilindo Jogja should design a competitive and equitable compensation package while also creating a safe, comfortable, and supportive work environment. Such measures will not only enhance individual performance but also contribute to the achievement of the organization's strategic objectives. Therefore, effective management of compensation and the work environment represents a strategic step toward ensuring organizational sustainability and competitiveness.

6. Conclusion

This study concludes that both compensation and the work environment have a significant positive effect on employee performance. Adequate compensation enhances employee motivation, satisfaction, and loyalty, while a supportive and comfortable work environment improves focus, efficiency, and engagement. Simultaneously, these factors work together to maximize overall employee performance, emphasizing the importance of integrating financial rewards and optimal working conditions in organizational management. The findings highlight that internal organizational factors play a critical role in achieving high employee productivity and effectiveness.

In terms of practical implications, organizations should develop competitive and fair compensation systems and ensure a safe, comfortable, and conducive work environment to enhance employee performance and support strategic organizational objectives. However, this study has limitations, including its focus on a single organization and a relatively small sample size, which may affect the generalizability of the findings. Future research is recommended to examine these variables across multiple organizations, industries, or regions and to explore additional factors such as leadership, organizational culture, or employee well-being that may further influence performance. Such studies could provide a more comprehensive understanding of the interaction between compensation, work environment, and employee performance, supporting the development of more effective human resource management strategies.

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Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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