

## THE ROLE OF JOB SATISFACTION IN MEDIATING THE EFFECT OF COMPENSATION ON EMPLOYEE PERFORMANCE (A Study on Hotdoh Culinary Business in Denpasar)

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### Abstract

Employee performance is essential to ensure employees are motivated to carry out their duties and achieve targets. Therefore, companies need to consider factors affecting performance, such as job satisfaction and compensation, so employees can improve their performance. This study aims to examine the role of job satisfaction in mediating the effect of compensation on performance. The research was conducted at Hotdoh Pisang Goreng in Denpasar. The study population consisted of 40 employees, using a saturated sampling method. Data collection was carried out through interviews and questionnaires. The analytical technique used was path analysis. The results showed that compensation has a positive and significant effect on performance. Compensation also has a positive and significant effect on job satisfaction. Additionally, job satisfaction has a positive and significant effect on performance. Job satisfaction significantly mediates the effect of compensation on performance. It is recommended that the management of Hotdoh Pisang Goreng improve performance by paying attention to compensation. Employee job satisfaction can be enhanced by providing fair wages to increase their performance.

**Keywords:** Compensation; Job Satisfaction; Employee Performance

### INTRODUCTION

The many MSMEs that have emerged in the community are also an inspiration because they not only open up their own business opportunities but are also able to create jobs for the surrounding community. MSMEs help job seekers so that they contribute significantly to economic growth in Denpasar. Amount In the future, MSMEs will certainly increase in number so that MSMEs will face difficulties in competing in the future. The emergence of the corona virus pandemic in late and early 2020 in Indonesia has not only caused the sluggish tourism sector but also MSMEs and has had a negative impact on the economy in Bali. However, there are still MSMEs in Bali that are able to run their businesses and are not affected by the Covid-19 Pandemic.

This research was conducted on one of the fairly developed MSMEs in Denpasar, namely the Hotdoh Banana Fried Micro Business, which sells fried bananas with various topping variants. Currently, the Hotdoh Banana Fried Micro Business has nine outlets that not only sell their products offline but also online by utilizing marketplaces such as Go-food and Grabfood. Hotdoh MSME operates around Denpasar City and its surroundings.

The following data on Hotdoh Denpasar 2023 sales targets and realizations obtained from Hotdoh managers are presented in Table 1 and Hotdoh sales rating data on the Go-food and Grabfood applications are presented in Table 2 below.

**Table 1. Hotdoh Product Sales Targets and Realizations in 2023**

Month	Target	Realization	Target Achievement (%)
January	Rp. 350,000,000	Rp. 280,775,200	80.2
February	Rp. 350,000,000	Rp. 295,870,500	84.5
March	Rp. 350,000,000	Rp. 276,880,000	79.1
April	Rp. 350,000,000	Rp. 290,785,600	83.1
May	Rp. 350,000,000	Rp. 211,450,500	60.4
June	Rp. 350,000,000	Rp. 253,680,200	72.5
July	Rp. 350,000,000	Rp. 301,788,000	86.2
August	Rp. 350,000,000	Rp. 268,590,500	76.7
September	Rp. 350,000,000	Rp. 290,675,600	83.1
October	Rp. 350,000,000	Rp. 215,875,200	61.7
November	Rp. 350,000,000	Rp. 220,890,200	63.1
December	Rp. 350,000,000	Rp. 276,790,500	79.1

Source: Hotdoh Denpasar Manager, 2024

**Table 2. Hotdoh Denpasar Sales Rating in 2023**

No	Outlet	Go-food	Grab food
1	Tukad Buaji	4,3	4,2
2	Sanglah	3,2	3,9
3	Mahendradatta	3,4	4,0
4	Hayam Wuruk	4,1	3,9
5	Arjuna	4,2	4,0
6	Nangka Utara	4,4	4,5
7	Glogor carik	3,6	4,0
8	Pulau Kawe	3,5	4,0
9	Padang Luwih	4,5	4,0

Source: Gojek and Grabfood applications – Hotdoh Denpasar, 2024

The management has set a minimum monthly sales target achievement of 90 percent. Table 1 shows that the average achievement of the 2023 target within 12 months was not achieved because it only produced an average target achievement of 75 percent. The company also said that consumer purchasing power was decreasing. In addition, the main problem faced is that the products sold are not developing due to the lack of variations in product diversity provided to consumers. So maintaining and even growing new demand is certainly not an easy matter for business people.

The results of the pre-research with Hotdoh managers obtained information that there were employees whose performance was not as expected, such as in processing products which showed that the results of the employees' work were less than optimal in managing the dough of raw materials into fried banana products and poor service to consumers, so that there were several complaints from buyers regarding inconsistent tastes between Hotdoh outlets. As well as employees who were less enthusiastic as seen from the hours of late attendance.

After conducting a pre-survey with 7 employees at the Hotdoh outlet, not including managers, it showed that they could not focus on completing their work so that their work results did not meet the product standards set by the company. After further investigation by interviewing the 7 employees, they felt dissatisfied with the salary they received, the increase of which was not enough to meet their living needs. Employees also felt dissatisfied with the rest time given and experienced pressure, especially during lunch and dinner hours. Because orders are not only made by buyers who come to the Outlet but also come from online orders such as from the Gofood, Grabfood applications and also delivery orders that require employees to deliver orders to buyers. Employees feel the lack of rest hours and the inflexible order entry system when busy. Causing employees to not focus on the dough mixture, resulting in inconsistent taste and texture. Employees also feel uncomfortable because they have to use their own vehicles without any incentives in the form of additional money given by the company.

Based on the phenomena that have been described, it is interesting to study further whether Compensation, Stress and Job Satisfaction have an effect on the performance of Hotdoh Denpasar employees.

## **RESEARCH METHODS**

The method used in this study is a quantitative method with an associative causal nature. An associative causal relationship is a relationship that is causal in nature, so there is an influence of one or more independent variables on the dependent variable (Sugiyono, 2017: 37). The form of the variable relationship is a causal relationship, which aims to find whether or not there is an influence of compensation on performance mediated by job satisfaction.

The location chosen for this study was at Hotdoh fried banana which has its head office at Jl. Mahendradatta no.91, block 5, Padangsembian Village, West Denpasar District, Denpasar City, Bali, Indonesia. As well as at nine Hotdoh fried banana outlets, namely, Tukad Buaji Outlet on Jl. Sanglah Outlet on Jl. Mahendradatta Outlet on Jl. Hayamwuruk Outlet on Jl. Arjuna Outlet on Jl. Arjuna No.35 Dauh Puri. Nangka Outlet on Jl. Nangka Utara No.290, Tonja. Glogor Carik Outlet on Jl. Glogor Carik Pemogan. Padang Luwih Outlet on Jl. Raya Padang Luwih No. 121 Dalung. This research location was chosen because after conducting observations, there was a decline in employee performance in the company. This can be an indication that there are problems regarding Compensation, Stress and Job Satisfaction.

The population in this study were all employees of Hotdoh Denpasar as many as 40 employees but excluding 1 manager. The sampling technique that will be used in this study is saturated sampling. Saturated sampling is a sampling technique used because all members of the population in this study were used as samples (Sugiyono 2017:129). The sample taken in this study was 40 employees of Hotdoh Pisang goreng Denpasar excluding managers. Data collection was done through interviews and questionnaires. The analysis technique used was path analysis.

**RESULTS AND DISCUSSION**  
**Research Instrument Testing Results**  
**Instrument Validity Test**

**Table 3. Results of Instrument Validity Test**

Variables	Indicator	Pearson Correlation	Information
Compensation (X)	Salary (X1)	0.925	Valid
	Bonus (X2)	0.909	Valid
	Allowance (X3)	0.903	Valid
	Additional facilities (X4)	0.857	Valid
	Job (X5)	0.586	Valid
Job Satisfaction (Z)	Working conditions (Z1)	0.886	Valid
	Promotion opportunities (Z2)	0.882	Valid
	Financial compensation (Z3)	0.850	Valid
	Quality of supervision (Z4)	0.898	Valid
	Co-workers (Z5)	0.598	Valid
Employee performance (Y)	Number of jobs (Y1)	0.806	Valid
	Quality of work (Y2)	0.875	Valid
	Punctuality (Y3)	0.888	Valid
	Attendance (Y4)	0.801	Valid
	Collaboration skills (Y5)	0.862	Valid

Source: Data Processed by Author, 2024

The results of the validity test in table 3. show that all research variable instruments in the form of work compensation, job satisfaction, and employee performance obtained a Pearson Correlation coefficient value with a total score of all indicators above 0.30. This proves that the statement items in this research instrument have met the data validity requirements.

**Instrument Reliability Test**

**Table 4. Results of Instrument Reliability Test**

Instrument	Cronbach's Alpha	Information
Work Compensation (X)	0.899	Reliable
Job Satisfaction (Z)	0.871	Reliable
Employee Performance (Y)	0.894	Reliable

Source: Data Processed by Author, 2024

The results of the reliability test in table 4 show that the variables of work compensation, job satisfaction, and employee performance obtained Cronbach's Alpha above 0.60. This proves that the statements in the questionnaire in this study can be said to be reliable and can be used to conduct research.

## Data analysis

### Classical Assumption Test Results

#### 1) Normality Test

**Table 5. Results of the Normality Test for Regression Equation 1**

	<i>Unstandardized Residual</i>
N	40
Kolmogorov-Smirnov Z	0.123
Asymp.Sig. (2-tailed)	0.131

Source: Data Processed by Author, 2024

Table 5 shows that the Kolmogorov Smirnov (KS) value is 0.123, while the Asymp.Sig (2-tailed) value is 0.131. This indicates that the regression equation model 1 is normally distributed because the Asymp.Sig (2-tailed) 0.131 is greater than the alpha value of 0.05.

**Table 6. Results of the Normality Test for Regression Equation 2**

	<i>Unstandardized Residual</i>
N	40
Kolmogorov-Smirnov Z	0.120
Asymp.Sig. (2-tailed)	0.152

Source: Data Processed by Author, 2024

Table 6 shows that the Kolmogorov Smirnov (KS) value is 0.120, while the Asymp.Sig (2-tailed) value is 0.152. This indicates that the regression equation model 2 is normally distributed because Asymp.Sig (2-tailed) 0.152 is greater than the alpha value of 0.05.

#### 2) Multicollinearity Test

**Table 7. Results of Multicollinearity Test for Regression Equation 1**

Variables	<i>Tolerance</i>	VIF
Compensation Work	1,000	1,000

Source: Data Processed by Author, 2024

Based on Table 7, it can be seen that the tolerance and VIF values of the work compensation variable in regression equation 1 show a tolerance value greater than 10 percent and a VIF value less than 10, which means that the regression equation model is free from multicollinearity.

**Table 8. Results of Multicollinearity Test for Regression Equation 2**

Variables	Tolerance	VIF
Compensation	0.60	1,649
Work	6	1,649
Satisfaction	0.60	1,649
Work	6	

Source: Data Processed by Author, 2024

Based on Table 8, it can be seen that the tolerance and VIF values of the work compensation and job satisfaction variables in regression equation 2 show that the tolerance value for each variable is greater than 10 percent and the VIF value is less than 10, which means that the regression equation model is free from multicollinearity.

### 3) Heteroscedasticity Test

**Table 9. Results of Heteroscedasticity Test for Regression Equation 1**

Model	Unstandardize dCoefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.174	1,712		2,438	.020
1 Work Compensat ion (X)	-.131	.085	-.242	-1,537	.133

Source: Data Processed by Author, 2024

In Table 9, it can be seen that the significance value of the work compensation variable is 1.133. This value is greater than 0.05, which means that there is no influence between the independent variables on the absolute residual. Thus, the model created does not contain symptoms of heteroscedasticity.

**Table 10. Results of Heteroscedasticity Test for Regression Equation 2**

Model	Unstandardize dCoefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.014	0.692		.021	.983
1 Work Compensat ion (X)	-.040	.040	-.203	-1.003	.322
Job Satisfactio	.071	.040	.363	1,791	.081

n(Z)				
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Source: Data Processed by Author, 2024

In Table 10, it can be seen that the significance value of the compensation variable is 0.322 and the significance value of the job satisfaction variable is 0.081. This value is greater than 0.05, which means that there is no influence between the independent variables on the absolute residual. Thus, the model created does not contain symptoms of heteroscedasticity.

### Path Analysis Test Results

**Table 11. Results of Path Analysis of Regression Equation 1**

Model	Unstandardize dCoefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7,808	2,520		3,098	.004
1 Compensation on Work	.623	.0126	.627	4.966	<001

Source: Data Processed by Author, 2024

The regression coefficient value of the work compensation variable is positive with a t-test significance value of less than 0.05. This indicates that the work compensation variable has a significant positive effect on the job satisfaction variable.

**Table 12. Results of Path Analysis of Regression Equation 2**

Model	Unstandardize dCoefficients		Standardize d Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,645	1.128		1,459	.153
1 Compensation on Work	.434	.064	.498	6,737	<001
Satisfaction Work	.474	.065	.540	7.309	<001

Source: Data Processed by Author, 2024

The significance value of each independent variable is less than 0.050. This shows that all independent variables, namely compensation and job satisfaction,

have a positive and significant influence on the dependent variable, namely employee performance.

### 1) Forming a Path Coefficient Diagram

#### (1) Direct effect

a) The effect of compensation variable (X) on performance (Y):

$$Y = \beta_1 X + \epsilon_2$$

$$Y = 0.498X + 0.35$$

b) The influence of compensation variables (X) on job satisfaction (Z):

$$M = \beta_2 X + e_1$$

$$M = 0.627X + 0.78$$

c) The influence of job satisfaction variables (Z) on performance (Y):

$$Y = \beta_3 Z + \epsilon_2$$

$$Y = 0.540Z + 0.35$$

#### (2) Indirect effect

a) The influence of compensation variables (X) on performance (Y) with job satisfaction (Z) as an intermediary variable:

$$Y = \beta_1 X + \beta_3 Z + \epsilon_2$$

$$Y = 0.498X + 0.540Z + 0.35$$

#### (3) Total effect

a) The total influence of variable X on Y through Z is formulated as follows:

$$Y = \beta_1 X + (\beta_2 X \times \beta_3 Z) + \epsilon_2$$

$$Y = 0.498X + (0.627X \times 0.540Z) + 0.35$$

### 2) Calculating path coefficients simultaneously or overall (F test)

**Table 13. F Test Results**

	F Value	Sig
Equation 1	24,665	< .001
Equation 2	132,417	< .001

Source: Data Processed by Author, 2024

Based on Table 13 above, the F significance level is  $0.001 < 0.05$ , which means that the compensation variable and job satisfaction variable have a simultaneous effect on the employee performance variable.

### 3) Calculating path coefficients individually (t-test)

#### (1) The effect of compensation on employee performance

$H_0 : \beta_1 = 0$ , There is no positive and significant influence between compensation and employee performance.

$H_1 : \beta_1 > 0$ , There is a positive and significant influence between compensation and employee performance.

Based on the results of the analysis of the effect of compensation on employee performance, a significance value of  $<0.001$  was obtained with a beta coefficient value of 0.434. A significance value of  $<0.001 < 0.05$  means that  $H_0$  is rejected and  $H_1$  is accepted. This result means that compensation has a positive and significant effect on employee performance. Hypothesis 1 is accepted.

#### (2) The effect of compensation on job satisfaction

$H_0 : \beta_2 = 0$ , There is no positive and significant influence between compensation and job satisfaction.

$H_1: \beta_2 > 0$ , There is a positive and significant influence between compensation and job satisfaction.

Based on the results of the analysis of the effect of compensation on job satisfaction, a significance value of  $<0.001$  was obtained with a beta coefficient value of 0.623. A significance value of  $<0.001 <0.05$  means that  $H_0$  is rejected and  $H_1$  is accepted. This result means that compensation has a positive and significant effect on job satisfaction. Hypothesis 2 is accepted.

(3) The influence of job satisfaction on employee performance

$H_0 : \beta_3 = 0$ , There is no positive and significant influence between job satisfaction and employee performance.

$H_1: \beta_3 > 0$ , There is a positive and significant influence between job satisfaction and employee performance.

Based on the results of the analysis of the influence of job satisfaction on employee performance, a significance value of  $<0.001$  was obtained with a beta coefficient value of 0.474. A significance value of  $<0.001 <0.05$  means that  $H_0$  is rejected and  $H_1$  is accepted. This result means that job satisfaction has a positive and significant effect on employee performance. Hypothesis 3 is accepted.

**Table 14. Direct and Indirect Influence and Total Influence of Compensation (X), Job Satisfaction (Z), Employee Performance (Y)**

Influence Variables	Direct Influence	Indirect Influence Through Job Satisfaction ( $\beta_2 \times \beta_3$ )	Influence Total
X→Z	0.627		0.627
X→Y	0.498	0.339	0.837
Z→Y	0.540		0.540

Source: Data Processed by Author, 2024

**Sobel Test Results**

Based on the calculations that have been done, the Z value is  $3.84 > 1.96$ . This result states that the mediation variable, namely job satisfaction, is significantly assessed as being able to mediate the effect of compensation on employee performance at Hotdoh Denpasar.

**VAF Test**

Based on the results of the VAF test, the calculated value of 41.00% can be categorized as a partial mediator because the value is in the range of 20% - 80%, so it can

be concluded that job satisfaction partially mediates the effect of compensation on employee performance at Hotdoh Denpasar.

## **Discussion of Research Results**

### **The Influence of Compensation on Employee Performance**

Based on the results of the analysis that has been done, it can be seen that the sig.t value is  $<0.001$  with a beta coefficient value of 0.434. The sig.t value shows a value of  $<0.001 \leq 0.05$ , which means that H1 is accepted, so it can be concluded that compensation has a positive and significant effect on employee performance. The results of the analysis prove that the higher the compensation given to employees, the higher the employee performance will be.

### **The Influence of Compensation on Job Satisfaction**

Based on the results of the analysis that has been done, it can be seen that the sig.t value is  $<0.001$  with a beta coefficient value of 0.623. The sig.t value shows a value of  $<0.001 \leq 0.05$ , which means that H2 is accepted, so it can be concluded that compensation has a positive and significant effect on job satisfaction. The results of the analysis prove that the higher the compensation given to employees, the higher the employee job satisfaction will be.

### **The Influence of Job Satisfaction on Employee Performance**

Based on the results of the analysis that has been done, it can be seen that the sig.t value is  $<0.001$  with a beta coefficient value of 0.474. The sig.t value shows a value of  $<0.001 \leq 0.05$ , which means that H3 is accepted, so it can be concluded that job satisfaction has a positive and significant effect on employee performance. The results of the analysis prove that the higher the level of satisfaction felt by employees with the work they do, the higher the employee's performance will be.

### **The Role of Job Satisfaction in Mediating the Effect of Compensation on Employee Performance**

Based on the analysis conducted with the Sobel test and the VAF test where the Sobel test obtained the result of the Z number =  $3.84 > 1.96$ , which indicates that the mediating variable, namely job satisfaction, has a significant influence on the relationship between compensation variables and employee performance, meaning that H4 is accepted, it can be concluded that job satisfaction can mediate the effect of compensation on employee performance. The VAF test value obtained a result of 41.00% which indicates that job satisfaction acts as a partial mediator in the effect of compensation on employee performance. The results of these two tests indicate that compensation can improve the performance of Hotdoh Denpasar employees through job satisfaction felt by employees.

## **CONCLUSION**

This study was conducted to determine the role of job satisfaction in mediating the effect of compensation on employee performance. This study was conducted on 40 employees at Hotdoh Pisang Goreng Denpasar. The conclusions that can be drawn based on the results of the hypothesis testing are:

- 1) Compensation has a significant effect on the performance of Hotdoh employees in Denpasar City. The results of the analysis prove that the higher the compensation given to employees, the higher the employee performance will be.

- 2) Compensation has a significant effect on Hotdoh employee job satisfaction in Denpasar City. The results of the analysis prove that the higher the compensation given to employees, the higher the employee job satisfaction will be.
- 3) Job satisfaction has a significant effect on the performance of Hotdoh employees in Denpasar City. The results of the analysis prove that the higher the level of satisfaction felt by employees with the work they do, the higher the performance of the employees.
- 4) Job satisfaction plays a significant role in mediating the effect of compensation on employee performance at Hotdoh in Denpasar City. These results indicate that compensation is able to improve employee performance at Hotdoh Denpasar through job satisfaction felt by employees.

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