



THE INFLUENCE OF WORK ENVIRONMENT, WORK MOTIVATION, AND COMPENSATION ON EMPLOYEE PERFORMANCE AT WAROENG SPECIAL SAMBAL

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Article Info	Abstract
<p>Article History</p> <p>Received: 26 September 2021</p> <p>Accepted: 21 November 2021</p> <p>Published: 31 December 2021</p>	<p><i>The basic problem in a business company is how to spur employee performance to always improve. This problem is also experienced by companies with types of food stalls, namely Waroeng Special Sambal (SS). Strong suspicions, lack of attention to aspects of work comfort, work encouragement, and material feedback are crucial factors for the stagnant performance of employees in the company. This study was conducted to measure the level of influence of the work environment, work motivation, and compensation on the employee's performance of Waroeng SS. This study was an ex-post facto study using quantitative approach. A total of 80 special chili employees in the province of Yogyakarta were involved as research samples. Data collection was carried out by using a questionnaire with a 4 Likert scale questionnaire instrument. The collected data were analyzed by using multiple linear regression analysis. The results of the analysis of research data indicate that the work environment, work motivation, and compensation have a significant influence on employee performance. It is very important for Waroeng Special Sambal to pay attention to improving aspects of the quality of the work environment, strengthening work motivation, and providing competence to employees. Thus, if these three aspects are met, employee performance can also increase.</i></p> <p>Keywords: Work Environment, Work Motivation, Compensation, Employee Performance</p>

INTRODUCTION

The achievement of a company's success does not only depend on adequate equipment, facilities and infrastructure, but rather depends on the quality of the workforce carrying out the work (Kubičková & Chudá, 2021; Lyandau et al., 2018). The success of a business company will be more influenced by the performance of each employee (Martini & Suardana, 2020). Every organization or company will always have an effort to improve the quality of employee work. This is with the intention that the company's goals will be achieved as planned (Rogala et al., 2017). Employees or workers in a business or company are one of the important elements because they play a very important role in developing and advancing resulting in the success of a business (Junsheng et al., 2020).

However, the basic problem for some business or business companies is how to overcome performance problems, especially companies engaged in the culinary field (Darmo et al., 2021). One of these problems is being faced by food stall business of *Waroeng Special Sambal*. This type of food stall with another nickname of 'pedas abis' (very spicy) has a problem that has always occurred until now, namely the problem of employee performance (Klaudia et al., 2020). This is proven during field observations with three different food stall of *Waroeng Special Sambal* in Yogyakarta province. Observation results obtain information that most employees are still stagnant at work. Quality improvement, both from the quality of the cuisine to the quality of service, still cannot be done significantly. The head of business focuses on the feedback given by customers that the majorities still suggest to improve the quality of their services.

The results of these observations are reinforced by previous research which reveals that the performance of employees at *Waroeng Spesial Sambal* is still below average and required significant improvement. The quality of food and service results in recent years has not been able to be improved (Yahya et al., 2019). In addition, from the customer's point of view, there is an unfavourable perception of the employees' performance at *Waroeng Spesial Sambal*. Most of the customers suggested to the *Waroeng Special Sambal* to immediately improve the quality of employee performance (Klaudia et al., 2020). Thus, various efforts to significantly support employee performance are needed.

Improving the quality of the work environment is one of the important factors in improving employee performance (Hidayati et al., 2019). Improving the quality of the work environment can be done by updating better tools, so the employees can be more effective and efficient at work (Putra & Liswani, 2020; Ruiz et al., 2013). Besides, the quality of the work environment can also be done by redesigning the work layout in accordance with culinary company standards (Wahyuni & Sugihartini, 2021). Furthermore, from a work safety perspective, it is also

very important to provide some personal protective equipment for employees, especially employees who cook. The work quality environment that increases will provide comfort for workers at work (Putra & Liswani, 2020). Comfort at work will directly affect the efficiency and effectiveness of employees at work (Brito-Carrillo et al., 2020). Thus, improving the quality of the work environment is highly recommended as a solution to overcome the problem of low employee performance at *Waroeng Special Sambal*.

However, improving only the quality aspect of the work environment is not enough. Other aspects are also very important to be improved (Suyanto, 2018). The quality of the physical work environment needs to be balanced with psychological aspects (Miranti Putri, 2021). Work motivation is an important psychological aspect to be improved and strengthened (Robbins, 2006). Work motivation is directly related to the willingness to do a good job (Mohamud et al., 2017). Good work motivation will encourage high mental support in workers. Thus, the point is to improve employee performance (Pangastuti, 2020). This is what *Waroeng Special Sambal* food stall needs to pay attention too, especially in overcoming the problem of low employee performance.

Moreover, to support work motivation, which can later improve employee performance requires other aspects. This aspect is certainly related to the material provided by the company. This aspect is compensation, where compensation is something that is right and must be fulfilled as a reward for employee performance in carrying out their duties (Robbins, 2006). Giving compensation to employees is very important so that company goals can be achieved (Thaief et al., 2015). The optimal compensation provided will be able to create maximum job satisfaction for employees (McHugh, 2017). The description of the employee performance problem above and several solution aspects provide an overview and direction of this research. Thus, the purpose of this study is to analyze the level of influence of work environment, work motivation and compensation on employee performance. The research questions are as follows: (1) How significant is the influence of the work environment on employee performance?; (2) How significant is the effect of work motivation on employee performance?; (3) How significant is the effect of compensation on employee performance; and (4) how significant the influence of the work environment, work motivation as well as compensation on employee performance.

METHOD

This research was an ex-post facto research using a quantitative approach. This research was conducted with the aim of analyzing the effect of the work environment, work motivation and compensation on the employees' performance at *Waroeng Special Sambal* food stall. A total of 80 employees at *Waroeng Special Sambal* food stall in Yogyakarta province were included as the

population in this study. The sampling technique was carried out by using a total sampling technique considering the population was less than 100 people (Arikunto, 2013), so 80 respondents were obtained which were divided into 3 different locations. The distribution of the research sample is shown in table 1 below.

Table 1. Distribution of Research Sample

Sex	Age Range	Total	Percentage (%)
Male	<= 21	7	8,75%
	22-25	14	17,5%
	26-29	11	13,75%
	>= 30	5	6,25%
Female	<= 21	5	6,25%
	22-25	16	20%
	26-29	14	17,5%
	>= 30	8	10%
Total		80	100%

Data were collected by employing a closed questionnaire method in the form of statements compiled based on the development of existing indicators. The research instrument used is a 4 Likert scale questionnaire instrument, namely Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The questionnaire instrument was compiled based on indicators of each of the existing variables. The following table 2 presents the lattice of the questionnaire instrument on the variables of work environment, work motivation, compensation and employee performance.

Table 2. Research Instrument Grid

Variable	Measurement	Indicator	Item (n)
Work Environment	Questionnaire	Work atmosphere	6
		Relationship with co-workers	4
		Availability of adequate facilities	5
Work Motivation	Questionnaire	Achievement motivation	5
		Powerful motivation	4
		Motivation to build relationships	6
Compensation	Questionnaire	Wages	4
		Bonus	4
		Incentive	2

Employees' Performance	Questionnaire	Work quality	6
		Work quantity	3
		Work efficiency	2
		Work effectiveness	3
		Work independency	1

The collected data were analyzed by applying simple and multiple linear regression analysis. Regression analysis was used to test the hypothesis or to measure the strength of the influence of the independent variable with the dependent variable which was previously preceded by tests of normality, linearity and multicollinearity. The alternative hypotheses in this study were: (1) there was a significant positive effect between the work environment on employee performance; (2) there was a significant positive effect between work motivation on employee performance; (3) there was a significant positive effect between compensation on employee performance; and (4) there was a significant positive effect between work environment, work motivation as well as compensation on employee performance.

RESULT AND DISCUSSION

Test of Analysis Prerequisite

Prerequisite analysis test was conducted to determine whether the data were normally distributed and linear as a requirement to perform linear regression analysis. The analysis prerequisite test includes data normality test and data linearity test. The analysis prerequisite test was carried out by using SPSS V 21 software. The results of the data normality test are shown in table 3 below.

Table 3. Normality Test Results

Variable	N	Sig	Ket
Unstandardized Residual	80	0.200	Normal

Based on the results of the data normality test using the Kolmogorov Smirnov formula, the residual significance value is 0.200. The significance value is $0.200 > 0.050$, so it can be concluded that the data is normally distributed. After the data is known to be normally distributed, then the data linearity test is carried out. The results of the linearity test are shown in table 4 below.

Table 4. Linearity Test Results

Variable Relationship	N	F	Sig	Note
X_1*Y	80	1,157	0.967	Linear

X_2*Y	80	1,766	0,562	Linear
X_3*Y	80	1,216	0,923	Linear

Based on the results of the linearity test of the data, it reveals that the significance value on the relationship line X_1 with Y , X_2 with Y and X_3 with Y has a significance value of more than 0.050. These results can be concluded that the variables X_1 , X_2 , and X_3 have a linear relationship with the variable Y . After the data meets the linearity criteria, a multicollinearity test is conducted to determine whether the data has symptoms of multicollinearity or not. The results of the multicollinearity test are shown in table 5 below.

Table 5. Multicollinearity Test Results

Variable	N	Tolerance	VIF	Note
X_1	80	0,708	1,412	There is no multicollinearity
X_2	80	0,681	1,469	There is no multicollinearity
X_3	80	0,738	1,355	There is no multicollinearity

The results of the multicollinearity test show the tolerance number above is 0.10 and the VIF is less than 0.10 in all variables, so it can be concluded that there is no multicollinearity between the independent variables. Thus, after the data is tested to be normally distributed, have a linear relationship, and there is no multicollinearity, the analysis can be continued by using simple and multiple linear regression analysis.

The Influence of Work Environment, Work Motivation, Compensation on Employee Performance

The collected data is analyzed together by combining the independent variables to be tested for their effect simultaneously with the dependent variable. The following table 6 presents the results of the first hypothesis test analyzing the level of influence of the work environment, work motivation, and compensation on employee performance.

Table 6. The results of the first hypothesis test

Variable relationship	df	F values	F table	Sig
X_1, X_2, X_3*Y	79	26,704	3.96	0.000

In testing the first hypothesis, there is a significant positive effect of work environment (X_1), work motivation (X_2) and compensation (X_3) on employee performance (Y). Based on table F, it can be seen that the significance value is $0.000 < 0.05$ so it can be concluded that H_a is accepted

and H_0 is rejected. This indicates that there is a positive and significant influence of work environment, work motivation and compensation on the performance of the employees of *Waroeng Special Sambal* Yogyakarta. The positive sign on the coefficient value indicates that the better the work environment, work motivation and compensation can improve employee performance.

Employee performance is not always good without factors affecting it. Good or bad employee performance is inherent in itself, but this can change along with various aspects affecting it. Employees who feel comfortable working, have a strong encouragement to work, and satisfy with the results they do, are some of the important factors that influence it. (Gerhart & Fang, 2015; Kurniawan et al., 2021; Massoudi & Hamdi, 2017; McHugh, 2017; Nawanksari et al., 2021). Here, the role of the work environment must provide comfort in work, work motivation that will provide psychological encouragement to work enthusiasm, and compensation that will provide satisfaction feedback from work results. These three aspects are interrelated with each other to form a stronger character and work ethic, so that performance can also be improved (Alefari et al., 2020).

The results of this study support several previous studies from (Darma & Supriyanto, 2017; Fachreza et al., 2018; Gerhart & Fang, 2015; Jayaweera, 2015; Massoudi & Hamdi, 2017; McHugh, 2017) revealing that the work environment, work motivation and compensation have a significant effect on employee performance. The better the work environment, work motivation and compensation of employees, the more likely the employee's performance can be improved.

The Influence of Work Environment on Employee Performance

The second hypothesis is that there is a significant positive effect of the work environment on the performance of the employees of *Waroeng Special Sambal* food stall in Yogyakarta. The following table 7 presents the results of the second hypothesis test analyzing the level of influence of the work environment on employee performance.

Table 7. The results of the second hypothesis test

Variable relationship	df	t values	t table	Sig
X_1*Y	79	2,627	1.99045	0.010

Based on the results of regression analysis, it is obtained t count of 4.13 indicating that the significance value of the work environment variable is $0.010 < 0.05$, so it can be concluded that H_a is accepted and H_0 is rejected. This means that there is a positive and significant influence of the work environment on the performance of the employees of *Waroeng Special Sambal* Yogyakarta. The positive sign on the coefficient value indicates that the better the work environment can improve employee performance.

The work environment is closely related to the quality of one's work. Feeling comfortable, safe and healthy in the workplace is the main role that makes employees more enthusiastic about working. The sense of enthusiasm created by an ideal work environment and in accordance with predetermined standards will make employees work well. Employee performance will get better along with changes in the work environment that is getting better as well (Fachreza et al., 2018; Massoudi & Hamdi, 2017).

The work environment including the physical environment is very influential on a person's performance. The results of this study strengthen the results of previous studies on the influence of the physical environment on the high or low performance of employees. Furthermore, the research reveals the fact that the work environment has a significant effect on employee performance (Fachreza et al., 2018; Massoudi & Hamdi, 2017). The better the environment in which the employee works, the better the employee's performance will be.

The Influence of Work Motivation on Employee Performance

The third hypothesis is that there is a significant positive effect of work motivation on employee performance at *Waroeng Special Sambal* Yogyakarta. The following table 8 presents the results of the third hypothesis test which analyzes the level of influence of work motivation on employee performance.

Table 8. Third hypothesis test results

Variable relationship	df	t values	t table	Sig
X ₁ *Y	79	4,014	1.99045	0.000

Based on the results of the t test in table 4.13, it shows that the significance value of the work environment variable is $0.000 < 0.05$, so it can be concluded that H_a is accepted and H_o is rejected. That is, there is a positive and significant influence of work motivation on the performance of the employees of *Waroeng Special Sambal* Yogyakarta. The positive sign on the coefficient value indicates that the better the work motivation of the employees, the better the employee's performance.

A person's work motivation is directly related to the high or low performance. A person's performance does not necessarily grow without the influence of motivation to do work. Work motivation is an impulse that makes someone want to do work-related activities. A strong encouragement to work on a person will make his performance in doing his work even stronger (Jayaweera, 2015).

Work motivation factors consisting of internal and external are very influential on a person's performance. The results of this study support several previous studies revealing the effect

of work motivation on high or low employee performance. (Gerhart & Fang, 2015; Jayaweera, 2015) in their research reveals the fact that work motivation has a significant effect on employee performance. The stronger the employee's work motivation, the better the employee's performance will be (Purcidonio et al., 2020).

The Influence of Compensation on Employee Performance

The fourth hypothesis is that there is a significant positive effect of compensation on the performance of the employees of *Waroeng Special Sambal* Yogyakarta. The following table 9 presents the results of the fourth hypothesis test investigating the level of influence of compensation on employee performance.

Table 9. The results of the fourth hypothesis test

Variable relationship	df	t values	t table	Sig
X ₁ *Y	79	2,667	1.99045	0.009

Based on the results of the t-test in table 4.13, it shows that the significance value of the work environment variable is $0.009 < 0.05$, so it can be concluded that H_a is accepted and H_o is rejected. This means that there is a positive and significant influence of compensation on the performance of the employees of *Waroeng Special Sambal* Yogyakarta. The positive sign on the coefficient value indicates that the better the compensation given by the employee, the better the employee's performance.

Compensation at work is an important factor in influencing whether or not employee performance is directly related to high or low performance (Pangastuti, 2020). The optimal compensation provided will be able to create maximum job satisfaction for employees. Employee satisfaction with the work they do will make them more active and enthusiastic at work (McHugh, 2017).

Employee satisfaction through the provision of appropriate compensation is an important thing to note. Good compensation will lead to good employee performance as well. The better the compensation given to employees, the better the employee's performance will be (Marnisah et al., 2021). The results of this study support several previous studies revealing the effect of work motivation on high or low employee performance. (Darma & Supriyanto, 2017; McHugh, 2017) in their research concluded that work compensation has a significant effect on employee performance. The better the compensation given to the employee, the better the employee's performance will be.

CONCLUSION

The stagnation of the employees' performance at *Waroeng Spesial Sambal* food stall Yogyakarta requires various improvements to be able to improve this performance. Providing a sense of comfort and security at work, strengthening work motivation, and providing satisfaction feedback for employees are the main keys in improving employee performance. This can be done by improving aspects of the quality of the work environment, strengthening work motivation, and providing compensation to employees. Thus, these three aspects are very important to be considered and fulfilled by a company, especially the *Waroeng Spesial Sambal* food stall.

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