

THE INFLUENCE OF FINANCIAL COMPENSATION, PHYSICAL WORK ENVIRONMENT, AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE PROVICES INDONESIA COMPANY IN THE MINISTRY OF TRADE UNIT

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ABSTRACT

Employee performance is a key factor in achieving organizational success. Various factors such as financial compensation, physical work environment, and transformational leadership are considered important in influencing employee outcomes, with job satisfaction acting as a potential mediating variable. This study aims to examine the effects of financial compensation, physical work environment, and transformational leadership on employee performance, as well as the mediating role of job satisfaction. A quantitative approach was applied using survey data collected from 150 employees of PT Provinces Indonesia, Ministry of Trade Unit. Data were analyzed using Structural Equation Modeling (SEM) with AMOS 24 to test both direct and indirect relationships among variables. The findings indicate that the physical work environment and transformational leadership have a positive and significant effect on employee performance, while financial compensation has no significant effect. Transformational leadership also significantly improves job satisfaction, which in turn positively affects employee performance. Furthermore, job satisfaction partially mediates the relationship between transformational leadership and employee performance. This study highlights the importance of non-financial factors in enhancing employee performance and provides empirical evidence on the mediating role of job satisfaction in organizational settings.

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INTRODUCTIONS

The effectiveness and efficiency of a company are closely related to human resources (HR), as every business activity requires employees to operate organizational processes, even though technological advancements increasingly support automation. Therefore, human resources are considered the most important asset in an

organization. Human resources represent individuals employed by organizations to drive operations and achieve organizational goals (Rahman et al., 2020).

Human Resource Management (HRM) plays a critical role in improving organizational effectiveness by managing recruitment, development, evaluation, and maintenance of employees in both quantity and quality (Istiantara, 2019). Effective HR management enables organizations to develop strategies that support performance and organizational growth (Iswandi, 2021). HRM involves managing human talent through recruitment, compensation, employment relations, and employee safety and health to achieve organizational objectives (Haslinda, 2009).

High-quality human resources are reflected in strong employee performance and productivity. Employee performance refers to work outcomes related to task-oriented behaviors that contribute to organizational development (Nuruzzaman et al., 2021). Performance appraisal is a formal system used to evaluate employee achievements within a certain period to improve work performance and help organizations achieve their goals (Franciska et al., 2023).

Employee performance is influenced by several factors, including financial compensation, physical work environment, leadership, and job satisfaction (Soelistya et al., 2022). Financial compensation refers to rewards given to employees in the form of salaries, wages, incentives, or bonuses in return for their work contributions (Mujanah, 2019). Fair compensation is essential for attracting and retaining qualified employees while ensuring both internal and external organizational equity.

Another factor affecting employee performance is the physical work environment. The physical work environment refers to conditions surrounding employees while performing their duties, such as lighting, temperature, cleanliness, safety, and workspace layout (Nan, 2020). A supportive work environment can enhance productivity and employee well-being (Jalil et al., 2021).

Leadership also plays an important role in improving employee performance. Transformational leadership encourages employees to perform better by providing motivation, inspiration, and positive examples (Sinaga et al., 2020). Leaders who pay attention to employee needs can increase employee motivation and performance (Muhaling et al., 2022; Silaban & Siregar, 2023).

In addition, job satisfaction is an important factor influencing employee performance. Job satisfaction refers to positive feelings toward work resulting from fair compensation, good working conditions, and supportive leadership (Sutanto, 2018). Herzberg's two-factor theory explains that job satisfaction is influenced by intrinsic factors such as achievement and recognition, and extrinsic factors such as salary, working conditions, and supervision.

Previous studies show inconsistent findings regarding the relationships between financial compensation, physical work environment, transformational leadership, job satisfaction, and employee performance. Some studies indicate that financial compensation positively affects employee performance (Latte, 2023; Maharani et al., 2024), while others find no significant effect (Aliyya et al., 2022; Puspitasari et al., 2022). Similarly, studies on physical work environment and transformational leadership also show mixed results (Andriyanto et al., 2023; Meilani & Muttaqin, 2024; Rianda & Winarno, 2022; Zahra & Baskoro, 2024).

Furthermore, previous research suggests that job satisfaction can mediate the relationship between compensation, leadership, and employee performance (Asep, 2021; Mursalim & Samdin, 2023; Niati et al., 2024; Sugiono & Pratista, 2018). Therefore, this study includes job satisfaction as an intervening variable to examine its mediating role between financial compensation, physical work environment, transformational leadership, and employee performance.

This study aims to analyze the influence of financial compensation, physical work environment, and transformational leadership on employee performance at PT Provinces Indonesia, Ministry of Trade Unit. In addition, the study examines the effect of these variables on job satisfaction and investigates the role of job satisfaction as an intervening variable in mediating the relationship between financial compensation, physical work environment, transformational leadership, and employee performance.

LITERATURE REVIEW

This study is grounded in management theory as the grand theory, Human Resource Management (HRM) as the middle-range theory, and financial compensation, physical work environment, transformational leadership, job satisfaction, and employee performance as applied theories.

Human Resource Management

Human Resource Management (HRM) is the process of managing human resources effectively and efficiently to achieve organizational goals (Istiantara, 2019). It includes activities such as recruitment, training, compensation, and performance evaluation to enhance productivity and organizational performance (Komalasari et al., 2022). Human resources are critical to organizational success and development (Gurning et al., 2021), and their quality is reflected in employee performance and productivity (Nuruzzaman et al., 2021). HRM also covers employee relations, benefits, and workplace safety (Haslinda, 2009), and functions such as planning, organizing, development, compensation, and discipline (Hasibuan, 2010). Its main objective is to improve productivity while supporting organizational goals ethically and strategically (Blanca, 2019; Tamsah & Nurung, 2021).

Financial Compensation (X1)

Financial compensation refers to rewards such as salaries, wages, incentives, and bonuses provided to employees (Mujanah, 2019). It aims to ensure fairness, motivate employees, and improve performance (Hasibuan, 2010), while fulfilling economic needs and supporting organizational growth (Rizal & Handayani, 2021). Indicators include salary, wages, fairness, loyalty, and rewards (Rivai, 2020).

Physical Work Environment (X2)

The physical work environment includes workplace conditions such as layout, lighting, air circulation, and safety. A conducive environment enhances productivity and job satisfaction. Key indicators include lighting, air quality, noise, odors, safety, and workspace availability (Arianto & Septiani, 2021).

Transformational Leadership (X3)

Transformational leadership is a style that motivates employees to prioritize organizational goals and enhances performance through inspiration, innovation, and personal development (Iqbal, 2021; Masbukin et al., 2024). Its key characteristics include charisma, inspirational motivation, intellectual stimulation, and individualized consideration (Kristiawan & Widodo, 2020).

Job Satisfaction (Z)

Job satisfaction reflects employees' attitudes toward their work and conditions (Muafi & Azim, 2019). It is influenced by factors such as compensation, leadership, and work environment (Diputra & Suwandana, 2022). Herzberg's Two-Factor Theory highlights intrinsic and extrinsic factors affecting satisfaction (Syafriana, 2018). Indicators include the job itself, promotion, wages, supervision, and coworker relationships (Daya, 1996).

Employee Performance (Y)

Employee performance refers to the quality and quantity of work achieved according to organizational standards (Siregar, 2022). It is influenced by skills, motivation, leadership, work environment, and job satisfaction (Ratnasari & SE, 2019; Susan, 2019). Indicators include competence, commitment, quality, quantity, initiative, and teamwork (Mondy & Martocchio, 2016). Performance evaluation supports employee development and organizational improvement (Budiasa, 2021).

Previous Studies

Previous studies show mixed results regarding the relationship between key variables. Financial compensation has been found to have a negative and insignificant effect on performance (Rizal & Handayani, 2021). In contrast, the physical work environment positively affects employee performance (Arianto & Septiani, 2021; Nabawi, 2019). Transformational leadership positively influences both employee performance and job satisfaction (Eliyana & Ma'arif, 2019; Poling & Surya, 2020; Purwanto et al., 2020), while job satisfaction also positively impacts performance (Asnawi, 2019; Susan, 2019).

RESEARCH METHODS

This study employs a quantitative research approach to examine the relationships between financial compensation, physical work environment, transformational leadership, job satisfaction, and employee performance at PT Provinces Indonesia, Ministry of Trade Unit.

The population of this study consists of 239 employees. The sample size was determined using the Taro Yamane formula, resulting in 150 respondents who were selected as research participants (Chaokromthong & Sintao, 2021; Hair Jr et al., 2020). Primary data were collected through a structured questionnaire distributed online via Google Forms, while secondary data were obtained from relevant literature and company documents (Akhyar, 2020; Sugiyono, 2019).

The variables examined include financial compensation, physical work environment, and transformational leadership as independent variables; job satisfaction as an intervening variable; and employee performance as the dependent variable. All variables were measured using indicators adapted from previous studies, with responses assessed on a six-point Likert scale ranging from strongly disagree (1) to strongly agree (6).

Data analysis was conducted using Structural Equation Modeling (SEM) with AMOS 24.0.0. This technique allows simultaneous analysis of relationships between latent variables and their indicators (Santoso, 2018). The analysis procedure included measurement model evaluation through Confirmatory Factor Analysis (CFA), followed by structural model testing to examine direct and indirect relationships among variables.

The validity of the measurement model was assessed using factor loadings, with a minimum threshold of 0.50 (Ghozali, 2018). Reliability was evaluated using Construct Reliability ($CR \geq 0.70$) and Average Variance Extracted ($AVE \geq 0.50$), indicating acceptable internal consistency. Model fit was assessed using several Goodness-of-Fit indices, including Chi-square, CMIN/DF, RMSEA, GFI, AGFI, TLI, and CFI, based on recommended cutoff values (Hair et al., 2019).

Hypothesis testing was conducted using regression weights, where a relationship is considered significant if the p-value is less than 0.05. In addition, mediation effects were examined using the Sobel test to determine the role of job satisfaction as an intervening variable.

RESULTS AND DISCUSSION

Provinces Indonesia Company

Provinces Group is an asset management company established in 2007. The company initially managed several projects in the Rasuna Epicentrum area and has expanded its business over the past five years by broadening its property management services across Indonesia. Provinces focuses on improving service quality to meet client expectations and industry standards in various property management sectors.

The company provides integrated property management services, including property management, facility management, parking management, office support services, security services, building maintenance, landscaping, cleaning services, administrative support, and financial management. These services are designed to meet the diverse needs of clients throughout the asset management lifecycle.

Provinces is committed to optimizing asset value, reducing operational costs, and increasing profitability for its clients. The company serves various stakeholders, including investors, developers, tenants, and retailers, covering property sectors such as office, retail, industrial, residential, and hospitality.

With extensive experience in property management, Provinces maintains competitive market value and profitability while implementing a "People First" ethical approach, emphasizing teamwork, coordination, and efficient operational activities within the organization.

Vision and Mission of Provinces Indonesia

The vision of Provinces Indonesia is to become a leading asset management company in Indonesia with international-standard service quality while providing benefits to all stakeholders.

Services of Provinces Indonesia

The company provides several key services, including:

1. Property Management
2. Facility Management
3. Parking Management
4. Office Support Services
5. Security Services
6. Building Maintenance Services
7. Operational Process of Provinces Indonesia

In managing property operations efficiently, Provinces applies a service excellence culture in every operational activity. The company’s expertise and experience in property management enable it to identify, plan, and facilitate all aspects of property operations.

Through an integrated management approach, Provinces aims to maximize investment value while minimizing operational costs. The company develops customized solutions for office, retail, residential, and mixed-use properties based on client objectives. As a management partner, Provinces implements an ownership-oriented mindset to ensure that each property is managed efficiently, carefully, and sustainably.

Descriptive Analysis

According to Junaidi (2021), descriptive analysis is a method used to analyze data in order to provide an overview of the characteristics and conditions of respondents’ responses to the variables being studied. In this study, descriptive analysis aims to identify the general characteristics of respondents from 150 employees of PT Provinces Indonesia at the Ministry of Trade Unit, including age, gender, education level, and length of employment.

Respondents Based on Age

Based on Table 1, the respondents’ ages are distributed across several groups. The largest group is 25–34 years old with 57 respondents (38%), followed by 35–44 years with 54 respondents (36%). The 45–54 years group consists of 18 respondents (12%), while <18–25 years includes 16 respondents (10.67%), and >55 years includes 5 respondents (3.33%). These results indicate that employees aged 25–34 years dominate the respondent group.

Table 1. Respondents based on Employee Age

No	Respondent Age	Amount	Percentage
1.	< 18 - 25 Years	16	10,67%
2.	25 - 34 Years	57	38.%
3.	35 - 44 Years	54	36,%
4.	45 - 54 Years	18	12,%
5.	> 55 Years	5	3,33%
Total		150	100%

Source: Primary Research Data (2024)

Respondents Based on Gender

Based on Table 2, the majority of respondents are male employees with 114 respondents (76%), while 36 respondents (24%) are female. This indicates that male employees represent the dominant workforce in PT Provinces Indonesia at the Ministry of Trade Unit.

Table 2. Respondents by Gender

No	Gender	Amount	Percentage
1.	Male	114	76,00%
2.	Female	36	24.00%
Total		150	100%

Source: Primary Research Data (2024)

Respondents Based on Education Level

Based on Table 3, most respondents have a senior high school (SLTA) education level with 115 respondents (76.67%). This is followed by bachelor’s degree (S1) holders with 18 respondents (12%), junior high school (SLTP)

with 16 respondents (10.67%), and postgraduate (S2) with 1 respondent (0.67%). No respondents reported elementary school (SD) or Diploma (D3) education levels. Therefore, senior high school graduates represent the majority of respondents in this study.

Table 3. Description of Respondents Based on Education

No	Education	Amount	Percentage
1.	Elementary School	0	0,00%
2.	Junior High School	16	10,67%
3.	Senior High School	115	76,67%
4.	Diploma 3	0	0,00%
5.	Bachelor's Degree	18	12,00%
6.	Postgraduate Degree	1	0,67%
Total		150	100,0%

Source: Primary Research Data (2024)

Respondents Based on Length of Employment

Based on Table 4., the majority of respondents have worked for more than 5 years with 75 employees (50%). This is followed by 3–5 years with 48 employees (32%), 1–3 years with 20 employees (13.33%), and less than 1 year with 7 employees (4.67%). These findings indicate that most employees participating in the study have relatively long work experience in the company.

Table 4. Description of Respondents Based on Length of Service

No	Length of Service	Amount	Percentage
1.	< 1 Year	7	4,67%
2.	1-3 Years	20	13,33%
3.	3-5 Years	48	32,00%
4.	> 5 Years	75	50,00%
Total		150	100%

Source: Primary Research Data (2024)

Descriptive Analysis of Respondents' Answers on Research Variables

The following section presents a descriptive analysis of respondents' answers based on the research variables. Financial Compensation Variable (X1)

Based on Table 5, the Financial Compensation (X1) variable consists of four indicators: wages/salary (KF_1), loyalty (KF_2), fairness (KF_3), and rewards (KF_4). The highest mean score is found in the fairness indicator (KF_3) with a mean value of 5.15, while the lowest mean scores are observed in wages/salary (KF_1) and rewards (KF_4), each with a mean of 5.09.

Table 5. Descriptive Responses for the Financial Compensation Variable (X1)

Indicator	SD (1)		D (2)		A (3)		N (4)		AG (5)		SA (6)		Σ	Average	
	F	%	F	%	F	%	F	%	F	%	F	%			
FC 1	0	0.0%	0	0.0%	1	0.7%	14	9.3%	106	70.7%	29	19.3%	150	100%	5.09
FC 2	0	0.0%	0	0.0%	4	2.7%	9	6.0%	105	70.0%	32	21.3%	150	100%	5.10
FC 3	0	0.0%	0	0.0%	2	1.3%	9	6.0%	104	69.3%	35	23.3%	150	100%	5.15
FC 4	0	0.0%	0	0.0%	3	2.0%	11	7.3%	105	70.0%	31	20.7%	150	100%	5.09
Average	0	0.0%	0	0.0%	3	1.7%	10.8	7.2%	105.0	70.0%	31.8	21.2%	150	100%	5.11

Source: Primary Research Data (2024)

Physical Work Environment Variable (X2)

Based on Table 6, the Physical Work Environment (X2) variable includes six indicators: lighting (LKF_1), air circulation (LKF_2), noise (LKF_3), odor (LKF_4), work safety (LKF_5), and workspace (LKF_6). The highest

average score is found in work safety (LKF_5) with a mean of 5.16, while the lowest mean score is recorded in the odor indicator (LKF_4) with a mean of 5.09.

Table 6. Descriptive Responses for the Physical Work Environment Variable (X2)

Indicator	SD (1)		D (2)		A (3)		N (4)		AG (5)		SA (6)		Σ		Average
	F	%	F	%	F	%	F	%	F	%	F	%			
PWE 1	0	0.0%	0	0.0%	2	1.3%	9	6.0%	111	74.0%	28	18.7%	150	100%	5.10
PWE 2	0	0.0%	0	0.0%	2	1.3%	10	6.7%	104	69.3%	34	22.7%	150	100%	5.13
PWE 3	0	0.0%	0	0.0%	1	0.7%	6	4.0%	116	77.3%	27	18.0%	150	100%	5.13
PWE 4	0	0.0%	0	0.0%	1	0.7%	11	7.3%	111	74.0%	27	18.0%	150	100%	5.09
PWE 5	0	0.0%	0	0.0%	1	0.7%	9	6.0%	105	70.0%	35	23.3%	150	100%	5.16
PWE 6	0	0.0%	0	0.0%	0	0.0%	10	6.7%	98	65.3%	36	24.0%	150	100%	5.13
Average	0	0.0%	0	0.0%	1	0.8%	10.2	6.8%	107.5	71.7%	31.2	20.8%	150	100%	5.12

Source: Primary Research Data (2024)

Transformational Leadership Variable (X3)

Based on Table 7, the Transformational Leadership (X3) variable consists of four indicators: charisma (KT_1), motivation (KT_2), intellectual stimulation (KT_3), and individual consideration (KT_4). The highest mean score is observed in the motivation indicator (KT_2) with a value of 5.12, while the lowest mean score is found in individual consideration (KT_4) with a value of 5.07.

Table 7. Descriptive Responses for the Transformational Leadership Variable (X3)

Indicator	SD (1)		D (2)		A (3)		N (4)		AG (5)		SA (6)		Σ		Average
	F	%	F	%	F	%	F	%	F	%	F	%			
TL 1	0	0.0%	0	0.0%	1	0.7%	13	8.7%	108	72.0%	28	18.7%	150	100%	5.09
TL 2	0	0.0%	0	0.0%	0	0.0%	13	8.7%	106	70.7%	31	20.7%	150	100%	5.12
TL 3	0	0.0%	0	0.0%	1	0.7%	9	6.0%	113	75.3%	27	18.0%	150	100%	5.11
TL 4	0	0.0%	0	0.0%	1	0.7%	14	9.3%	109	72.7%	26	17.3%	150	100%	5.07
Average	0	0.0%	0	0.0%	0.8	0.5%	12.3	8.2%	109.0	72.7%	28.0	18.7%	150	100%	5.10

Source: Primary Research Data (2024)

Job Satisfaction Variable (Z)

Based on Table 8, the Job Satisfaction (Z) variable includes five indicators: the work itself (KK_1), opportunities (KK_2), wages (KK_3), supervision (KK_4), and coworkers (KK_5). The highest average score is found in opportunities (KK_2) with a mean of 5.17, while the lowest mean score is observed in the work itself (KK_1) with a mean of 5.03.

Table 8. Job Satisfaction (JS) Z

Indicator	SD (1)		D (2)		A (3)		N (4)		AG (5)		SA (6)		Σ		Average
	F	%	F	%	F	%	F	%	F	%	F	%			
JS 1	0	0.0%	0	0.0%	6	4.0%	13	8.7%	101	67.3%	30	20.0%	150	100%	5.03
JS 2	0	0.0%	0	0.0%	0	0.0%	9	6.0%	106	70.7%	35	23.3%	150	100%	5.17
JS 3	0	0.0%	0	0.0%	1	0.7%	10	6.7%	103	68.7%	36	24.0%	150	100%	5.16
JS 4	0	0.0%	0	0.0%	3	2.0%	7	4.7%	104	69.3%	36	24.0%	150	100%	5.15
JS 5	0	0.0%	0	0.0%	0	0.0%	13	8.7%	102	68.0%	34	22.7%	150	100%	5.13
Average	0	0.0%	0	0.0%	2.2	1.5%	10	6.9%	103	68.8%	34	22.8%	150	100%	5.13

Source: Primary Research Data (2024)

Employee Performance Variable (Y)

Based on Table 9, the Employee Performance (Y) variable consists of five indicators: competence (KIK_1), commitment (KIK_2), quality (KIK_3), quantity (KIK_4), and teamwork (KIK_5). The highest mean score is

recorded in commitment (KIK_2) with a value of 5.23, while the lowest mean score is found in teamwork (KIK_5) with a value of 5.14.

Table 9. Employee Performance (EP) Y

Indicator	SD (1)		D (2)		A (3)		N (4)		AG (5)		SA (6)		Σ		Average
	F	%	F	%	F	%	F	%	F	%	F	%			
EP 1	0	0.0%	0	0.0%	0	0.0%	7	4.7%	104	69.3%	39	26.0%	150	100%	5.21
EP 2	0	0.0%	0	0.0%	0	0.0%	8	5.3%	99	66.0%	43	28.7%	150	100%	5.23
EP 3	0	0.0%	0	0.0%	0	0.0%	14	9.3%	96	64.0%	40	26.7%	150	100%	5.17
EP 4	0	0.0%	0	0.0%	0	0.0%	9	6.0%	104	69.3%	37	24.7%	150	100%	5.19
EP 5	0	0.0%	0	0.0%	0	0.0%	14	9.3%	101	67.3%	35	23.3%	150	100%	5.14
Average	0	0.0%	0	0.0%	0	0.0%	10.4	6.9%	100.8	67.2%	38.8	25.9%	150	100%	5.19

Source: Primary Research Data (2024)

Data Analysis

Structural Equation Modeling (SEM) is a data analysis method used to examine complex relationships between latent variables and measured variables. In this chapter, the SEM path diagram used as the structural model in AMOS SPSS is explained. The SEM path diagram graphically represents relationships between exogenous variables (variables not influenced by others in the model) and endogenous variables (variables influenced by other variables).

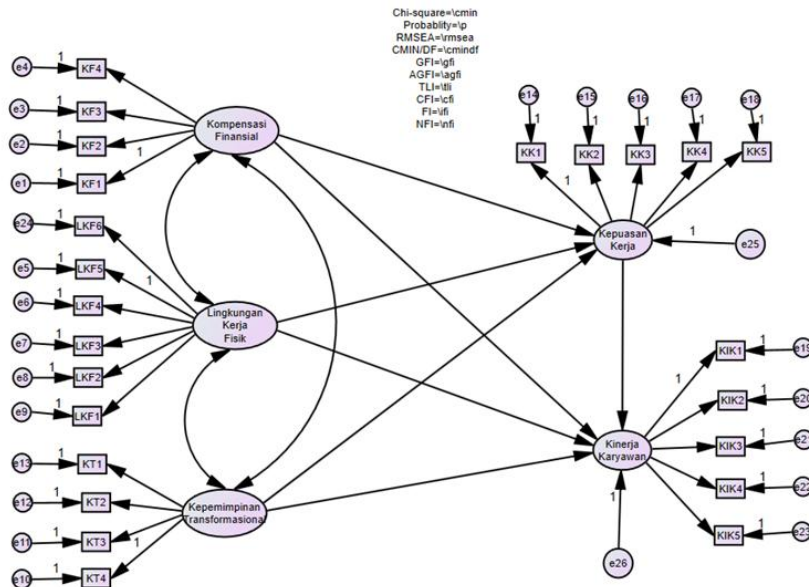


Figure 2. Path Diagram

Source: SEM AMOS 24.0.0 Output (2024)

Figure 2. illustrates the relationships among research variables. The researcher imported the dataset into AMOS SPSS and constructed the path diagram based on the theoretical model. Parameter estimation was then conducted to test the significance of relationships among variables, followed by a model fit evaluation to ensure model validity.

Validity Test

The validity test aims to determine whether the questionnaire accurately measures the variables used in the study. The test was conducted on 150 respondents using Confirmatory Factor Analysis (CFA) with AMOS. According to Ghazali (2017), CFA is used to test the multidimensionality of theoretical constructs.

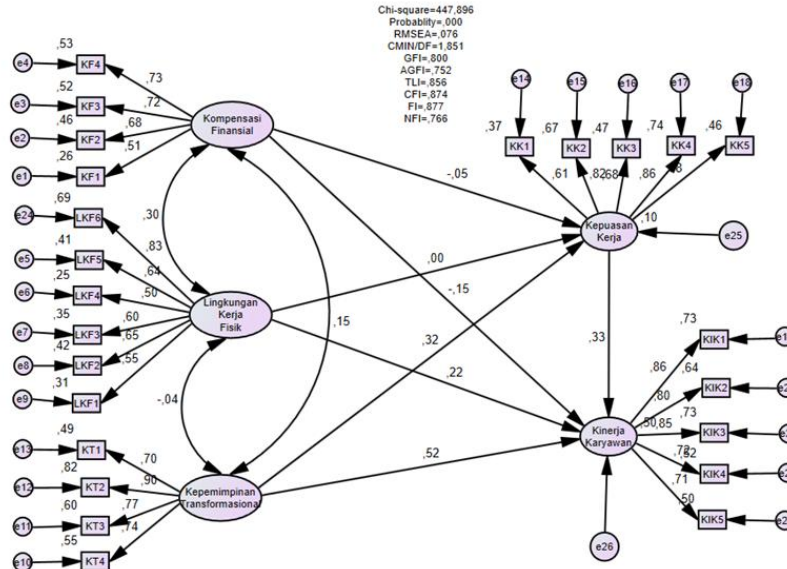


Figure 3. Confirmatory Factor Analysis (CFA)

Source: SEM AMOS 24.0.0 Output (2024)

Indicators are considered valid if the loading factor ≥ 0.50 .

Table 10. Validity Test Results

Variable	Indicator	Loading Factor	Description
Financial Compensation	K1 (Salary/Wages)	0.514	Valid
	K2 (Loyalty)	0.682	Valid
	K3 (Fairness)	0.722	Valid
	K4 (Rewards)	0.731	Valid
Physical Work Environment	LKF1 (Lighting)	0.555	Valid
	LKF2 (Air Circulation)	0.648	Valid
	LKF3 (Noise)	0.596	Valid
	LKF4 (Odor)	0.504	Valid
	LKF5 (Work Safety)	0.641	Valid
	LKF6 (Workspace)	0.828	Valid
Transformational Leadership	KT1 (Charisma)	0.702	Valid
	KT2 (Motivation)	0.904	Valid
	KT3 (Stimulation)	0.775	Valid
	KT4 (Individual Consideration)	0.739	Valid
Job Satisfaction	KK1 (Work Itself)	0.607	Valid
	KK2 (Opportunity)	0.816	Valid
	KK3 (Salary)	0.683	Valid
	KK4 (Supervision)	0.860	Valid
	KK5 (Coworkers)	0.681	Valid

Employee Performance	KIK1 (Competence)	0.856	Valid
	KIK2 (Commitment)	0.802	Valid
	KIK3 (Quality)	0.853	Valid
	KIK4 (Quantity)	0.718	Valid
	KIK5 (Teamwork)	0.705	Valid

Source: AMOS Output (2024)

All indicators have loading factors above 0.50, indicating that the measurement items are valid.

Reliability Test

Reliability analysis determines whether the variables are consistently measured. Reliability was assessed using Construct Reliability (CR) and Variance Extracted (VE). A construct is considered reliable if $CR \geq 0.70$ and $AVE \geq 0.50$ (Ghozali, 2012).

Table 11. Reliability Test Results

Variable	AVE	CR	Description
Financial Compensation	0.938	0.965	Reliable
Physical Work Environment	0.966	0.963	Reliable
Transformational Leadership	0.966	0.963	Reliable
Job Satisfaction	0.968	0.936	Reliable
Employee Performance	0.945	0.994	Reliable

Source: AMOS Output and Processed Data (2024)

All variables meet the reliability criteria ($CR > 0.70$ and $AVE > 0.50$), indicating that the measurement model is reliable and valid.

Normality and Outlier Test

The normality test evaluates whether the dataset follows a normal distribution. Data are considered normal if skewness < 2 and kurtosis $CR < 7$ (Curran in Ghozali & Fuad, 2008).

Table 12. Normality Test Results

Variable	skew	c.r.	kurtosis	c.r.
KIK5	0,049	0,244	0,028	0,071
KIK4	0,197	0,986	0,083	0,206
KIK3	-0,018	-0,091	-0,226	-0,565
KIK2	0,136	0,68	-0,248	-0,62
KIK1	0,273	1,367	-0,036	-0,09
KK5	-0,209	-1,043	0,888	2,22
KK4	-0,637	-3,187	2,403	6,009
KK3	-0,186	-0,932	1,074	2,684
KK2	0,231	1,155	0,222	0,554
KK1	-0,845	-4,224	1,822	4,554
KT1	-0,19	-0,949	1,409	3,522
KT2	0,121	0,606	0,348	0,869
KT3	-0,126	-0,629	2,156	5,39
KT4	-0,202	-1,011	1,481	3,703
LKF1	-0,435	-2,177	2,585	6,463
LKF2	-0,427	-2,136	1,754	4,386

LKF3	-0,027	-0,136	2,748	6,871
LKF4	-0,166	-0,829	1,817	4,542
LKF5	-0,159	-0,795	1,273	3,184
LKF6	-0,003	-0,016	-0,119	-0,299
KF4	-0,604	-3,022	2,093	5,233
KF3	-0,429	-2,145	1,832	4,581
KF2	-0,764	-3,821	2,453	6,132
KF1	-0,198	-0,99	1,182	2,954

Source: AMOS 24.0.0 Output (2024)

The results show that all indicators have skewness values below 2 and kurtosis below 7, indicating that the data are normally distributed.

Outliers were identified using Mahalanobis Distance. According to Hair in Ferdinand (2002), observations exceeding the Chi-square value 67.50 are considered outliers.

Table 13. Outlier Data

Observation number	Mahalanobis d-squared	p1	p2
34	94,143	0	0
36	65,018	0	0
133	59,06	0	0
140	56,151	0	0
28	55,912	0	0
116	53,6	0	0
139	52,104	0,001	0
95	48,603	0,002	0
130	47,033	0,003	0
146	46,302	0,004	0

Source: AMOS Output (2024)

One observation exceeded the threshold, indicating the presence of outliers in the dataset.

Measurement Model Test

The measurement model evaluates how well indicators represent their latent constructs using Confirmatory Factor Analysis.

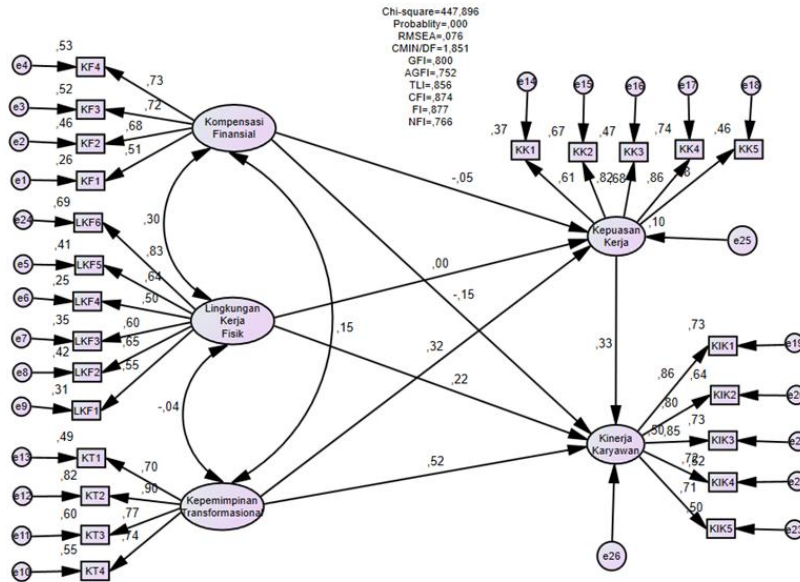


Figure 4. Measurement Model Test

Source: AMOS Output (2024)

The initial model did not meet all fit criteria; therefore, Modification Indices (MI) were applied until the model met the required goodness-of-fit criteria (Nurwulandari et al., 2018).

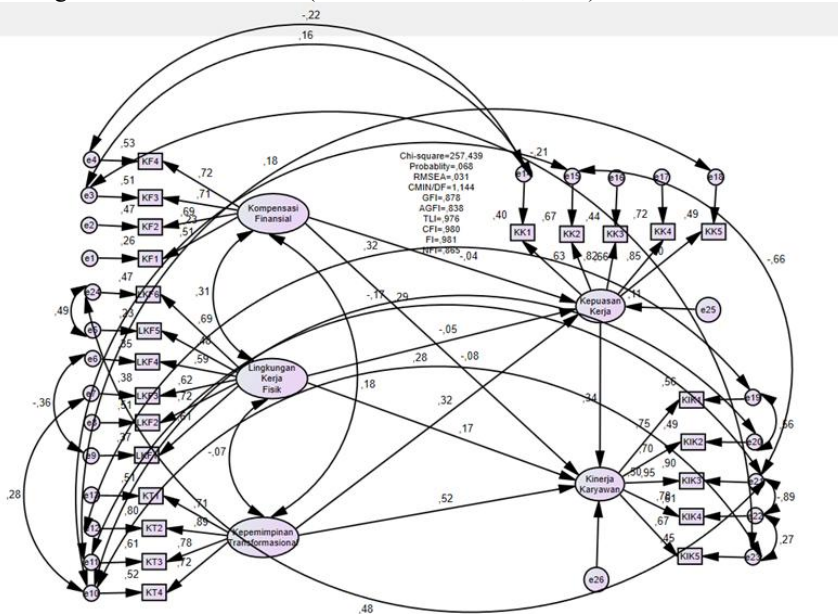


Figure 5. Goodness of Fit Model

Source: AMOS Output (2024)

The final model satisfied the required fit criteria.

Goodness-of-Fit Test

The Goodness-of-Fit (GOF) test measures how well the model fits the observed data.

Table 14. Goodness-of-Fit Results

No	Index	Cut Off Value	Results	Description
1	Chi-Square	Small expected	257,439	Marginal Fit
2	Probability	≥0,05	0,068	Good Fit
3	CMIN/DF	<2	1,144	Good Fit
4	RMSEA	≤ 0,08	0,031	Good Fit
5	GFI (<i>Goodness of Fit Index</i>)	≥0.90	0,878	Marginal fit
6	AGFI	≥0.90	0,838	Marginal Fit
7	TLI (<i>Tucker Lewis Index</i>)	≥0.90	0,976	Good Fit
8	NFI	≥0.90	0,865	Marginal Fit
9	CFI (<i>Comparative Fit Index</i>)	≥0.95	0,980	Good Fit
10	IFI	≥0.90	0,981	Good fit

Source: AMOS Output (2024)

Based on Hair et al. (2019), if 4–5 GOF indices meet the criteria, the model is considered acceptable.

Therefore, the model in this study is fit.

Regression Test

Hypothesis testing was conducted using Regression Weights in SEM. A relationship is significant if p-value < 0.05.

Table 15. Direct Effect Hypothesis Test

No	Variable	Estimate	S.E.	C.R.	P	Result
1	Financial Compensation → Job Satisfaction	-0,063	0,158	-0,399	0,69	Not Significant
2	Physical Work Environment → Job Satisfaction	-0,08	0,167	-0,478	0,632	Not Significant
3	Transformational Leadership → Job Satisfaction	0,363	0,112	3,236	0,001	Significant
4	Financial Compensation → Employee Performance	-0,113	0,112	-1,01	0,312	Not Significant
5	Physical Work Environment → Employee Performance	0,25	0,127	1,972	0,049	Significant
6	Transformational Leadership → Employee Performance	0,542	0,098	5,529	***	Significant
7	Job Satisfaction → Employee Performance	0,317	0,076	4,186	***	Significant

Source: AMOS Output (2024)

Indirect Effect (Sobel Test)

The Sobel test evaluates mediation effects.

Table 16. Sobel Test Results

Relationship	T-statistic	P-value	Result
Financial Compensation → Job Satisfaction → Performance	-0.396	0.345	Not Mediated
Physical Work Environment → Job Satisfaction → Performance	-0.475	0.317	Not Mediated
Transformational Leadership → Job Satisfaction → Performance	2.559	0.005	Mediated

Source: Analytical Calculator (2024)

Coefficient of Determination

Table 17. R-Square

Variable	R ²
Job Satisfaction	0.107
Employee Performance	0.496

Source: AMOS Output (2024)

Job satisfaction is explained by independent variables by 10.7%, while employee performance is explained by 49.6% of the model variables (Ndruru et al., 2014).

Mediation Role

The mediation model follows the classification of Zhao et al. (2010).

Table 18. Mediation Role Results

Independent Variable	Mediator	Dependent Variable	Mediation Type
Financial Compensation	Job Satisfaction	Employee Performance	No-effect nonmediation
Physical Work Environment	Job Satisfaction	Employee Performance	Direct-only nonmediation
Transformational Leadership	Job Satisfaction	Employee Performance	Complementary mediation

Source: AMOS Output (2024)

Hypothesis Testing Summary

Table 19. Direct Hypothesis Testing

Relationship	Result
Financial Compensation → Job Satisfaction	Rejected
Physical Work Environment → Job Satisfaction	Rejected
Transformational Leadership → Job Satisfaction	Accepted
Financial Compensation → Performance	Rejected
Physical Work Environment → Performance	Accepted
Transformational Leadership → Performance	Accepted
Job Satisfaction → Performance	Accepted

Source: SEM AMOS Data (2024)

Discussion

Effect of Financial Compensation on Job Satisfaction

The results show that financial compensation has a negative and non-significant effect on job satisfaction at PT. Provinces Indonesia (Ministry of Trade Unit). Although most respondents agreed that compensation indicators were adequate, statistical results indicate that changes in financial compensation do not significantly influence employee job satisfaction.

This condition suggests that employees may consider other factors more important, such as work environment, relationships with supervisors and colleagues, and career development opportunities.

Previous studies by (Kurniawan et al., 2023) found that financial compensation influences job satisfaction, although non-financial appreciation is also important. However, this study aligns with (Ginting & Baene, 2021; Syamsudhuha & Abdurahman, 2024), who found that financial compensation does not significantly affect job satisfaction.

This finding is consistent with Herzberg's Two-Factor Theory, which classifies compensation as a hygiene factor that prevents dissatisfaction but does not necessarily increase satisfaction. Additionally, Hedonic Adaptation Theory (Brickman & Campbell, 1971) explains that employees quickly adapt to financial increases, so the satisfaction effect may only be temporary.

Effect of Physical Work Environment on Job Satisfaction

The study shows that the physical work environment has a negative and non-significant effect on job satisfaction. Although most respondents agreed that workplace conditions such as lighting, air circulation, noise, safety, and workspace were adequate, these conditions did not significantly increase job satisfaction.

This result indicates that job satisfaction may be more influenced by psychological or organizational factors rather than physical conditions.

This finding supports studies by (Ayuhana et al., 2018; Natania & Martha, 2023), which found that the physical work environment does not significantly affect job satisfaction.

According to (Nitisemito, 1982), a supportive work environment improves comfort and productivity, although it does not always directly increase job satisfaction.

Effect of Transformational Leadership on Job Satisfaction

The results indicate that transformational leadership has a positive but non-significant effect on job satisfaction. Differences in employee perceptions of leadership style and the presence of other dominant factors may weaken this relationship.

Previous studies by (Oktaviani et al., 2023; Widiyanti et al., 2020) found that transformational leadership can create a positive work climate and support employees.

Based on Herzberg's Two-Factor Theory, transformational leadership can function as a motivator factor by inspiring employees, encouraging development, and recognizing achievements. However, if leadership practices are not implemented consistently, the impact on job satisfaction may not be significant.

Effect of Financial Compensation on Employee Performance

The results show that financial compensation has a negative and non-significant effect on employee performance. Although employees generally agreed with compensation indicators, compensation alone does not significantly improve performance.

This may occur because employee performance is more influenced by intrinsic motivation, job satisfaction, and the work environment.

These findings are consistent with (Aliyya et al., 2022), who also found that financial compensation does not significantly affect performance.

According to Herzberg's Two-Factor Theory, salary is a hygiene factor that prevents dissatisfaction but does not directly motivate performance. Similarly, Self-Determination Theory (Deci & Ryan, 1985) states that intrinsic motivation plays a stronger role in driving performance than external rewards.

Effect of Physical Work Environment on Employee Performance

The results show that the physical work environment has a positive and significant effect on employee performance. Adequate lighting, workspace, and working conditions support employees in performing their tasks effectively.

This finding is consistent with studies by (Marlius & Sholihat, 2022; Rianda & Winarno, 2022), which found a significant positive relationship between the physical work environment and performance.

According to (Pratama, 2016), a comfortable and well-designed work environment improves employee focus, reduces stress, and enhances productivity.

Effect of Transformational Leadership on Employee Performance

The study shows that transformational leadership has a positive and significant effect on employee performance. Leaders who inspire, motivate, and support employees encourage higher productivity and creativity.

This finding aligns with research by (Fauzan et al., 2023; Marlius & Melaguci, 2024; Mutiah & Suryani, 2024).

The theory of Transformational Leadership explains that leaders who provide vision, intellectual stimulation, and individual consideration can increase employee motivation, commitment, and performance.

Effect of Job Satisfaction on Employee Performance

The results indicate that job satisfaction has a positive and significant effect on employee performance. Employees who are satisfied with their jobs tend to show higher motivation, commitment, and productivity.

This finding is consistent with studies by (Franciska et al., 2023; Setiani & Febrian, 2023; Sutrisno et al., 2022). However, some studies such as (Fauziek & Yanuar, 2021; Nurhandayani, 2022; Yuliana & Fadhli, 2023) suggest that job satisfaction does not always directly influence performance.

According to McClelland's Motivation Theory (1961) and Equity Theory (Adams, 1965), employee performance is also influenced by achievement needs and perceptions of fairness in rewards.

Effect of Financial Compensation on Employee Performance Mediated by Job Satisfaction

The results show that job satisfaction does not mediate the relationship between financial compensation and employee performance. Compensation changes do not significantly affect satisfaction, and therefore do not indirectly influence performance.

This finding is consistent with studies by (Aliyya et al., 2022; Puspitasari et al., 2022).

According to Herzberg's Two-Factor Theory, compensation is a hygiene factor that prevents dissatisfaction but does not necessarily improve satisfaction or performance. Additionally, Expectancy Theory suggests that employees focus more on expected rewards from performance rather than satisfaction itself.

Effect of Physical Work Environment on Employee Performance Mediated by Job Satisfaction

The results indicate that job satisfaction does not mediate the relationship between the physical work environment and employee performance.

Although the physical work environment directly influences performance, its effect does not operate through job satisfaction.

This finding supports studies by (Hendrawati & Hamidah, 2024; Kartikawati et al., 2024; Putra et al., 2022).

Research by (Danna & Griffin, 1999) also shows that workplace physical conditions can directly affect productivity and performance without necessarily involving job satisfaction.

Effect of Transformational Leadership on Employee Performance Mediated by Job Satisfaction

The results show that job satisfaction successfully mediates the relationship between transformational leadership and employee performance.

Transformational leaders motivate employees through vision, inspiration, intellectual stimulation, and individual support, which increases job satisfaction and ultimately improves performance.

This finding is consistent with Puspitasari et al. (2018) and the Transformational Leadership Theory of Bass (1985).

Research by Judge & Piccolo (2004) also confirms that transformational leadership is positively associated with employee performance, although the mediation effect of job satisfaction may vary depending on organizational context.

CONCLUSION

This study concludes that the physical work environment and transformational leadership have a significant positive effect on employee performance, while financial compensation does not show a significant effect. In

addition, job satisfaction plays an important role in improving employee performance and partially mediates the relationship between transformational leadership and employee performance. These findings indicate that non-financial factors are more influential in enhancing employee performance.

This research contributes to the development of human resource management literature by providing empirical evidence on the role of job satisfaction as a mediating variable and highlighting the greater importance of leadership and work environment compared to financial compensation in organizational performance.

For future research, it is recommended to expand the scope of the study by including different organizational sectors and additional variables such as organizational culture or work motivation, as well as using alternative analytical approaches to enrich the findings.

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