THE INFLUENCE OF COMPENSATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT SMP MULIA BUANA PARUNG PANJANG, BOGOR

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Abstract: This study examines the influence of compensation and work environment on employee performance at SMP Mulia Buana, Parung Panjang, Bogor. The importance of employee performance in achieving organizational goals is undeniable, particularly in a competitive environment. Compensation and work environment are key factors influencing employee motivation and performance. A quantitative approach was used, and data were collected through questionnaires distributed to all 66 employees at SMP Mulia Buana. The study employed multiple linear regression analysis to determine the effect of compensation and work environment on employee performance. The findings indicate that both compensation and work environment have a significant positive impact on employee performance, with the work environment showing a stronger influence. The study concludes that improving these factors can significantly enhance employee performance, ultimately aiding the organization in achieving its goals. The study recommends continuous evaluation and improvement of compensation systems and work environment conditions to further boost employee performance.
Keywords: Compensation, Work Environment, Employee Performance

INTRODUCTION

In an organization, one of the key aspects that must be considered is human resources, which serve as the main force in advancing and developing the organization. Human resources are a crucial asset, so it is important for the organization to treat its employees well in order to create conditions that encourage the improvement and development of performance.

Efforts to enhance employee performance are essential as they have a positive impact on the organization's progress, especially in facing the increasingly intense business competition in this era of globalization. Therefore, organizations must strive to improve employee performance in order to achieve the organization's goals and ensure its sustainability in line with its vision and mission.

According to Mangkunegara (2014), performance is the result of work achieved by an individual in terms of quality and quantity in carrying out tasks in accordance with the responsibilities given. Human resource performance can be influenced by various factors, such as compensation, work environment, job satisfaction, and motivation. Fair compensation and a supportive work environment are important factors that need to be considered in improving employee performance.

The success of an organization greatly depends on the human resources carrying out the work. Therefore, organizations need to provide appropriate rewards or compensation to employees to keep them motivated. Treating employees well, both in material and non-material terms, is crucial to ensure that they work according to the organization's expectations.

However, at SMP Mulia Buana Parung Panjang Bogor, a common issue is that employee performance has not yet reached its full potential. This is evident from the lack of work enthusiasm, which leads to a decline in work quality and hampers the achievement of organizational goals. Some employees have not fully supported the effectiveness and efficiency of the work.

Based on the pre-survey conducted among employees at SMP Mulia Buana Parung Panjang Bogor, it was found that the average employee performance reached approximately 71.25%. Although this figure indicates that most employees have shown fairly good performance, there are still employees who have not optimized their efforts in meeting the targets set by the organization. This is one of the factors that may hinder the achievement of the school's goals and progress.

The pre-survey also revealed that in terms of work quality, only a majority of employees were able to produce the expected work quality. Some employees have not yet met the set standards, resulting in work performance that is considered inadequate. This condition indicates the need for improvement in coaching and developing the work quality of employees.

Furthermore, in terms of work quantity, the pre-survey results showed that only a portion of the employees managed to meet the work quantity targets set. Many employees have not been able to achieve the expected output, suggesting the need for evaluation of work management systems and task allocation to ensure targets are achieved more effectively.

Regarding task execution, most employees have carried out tasks in accordance with the established procedures. However, there are still a few employees who have not fully complied with the standard procedures. This non-compliance needs to be addressed to ensure smoother operational performance at the school.

The pre-survey also indicated that some employees have not fully demonstrated responsibility for their work. This lack of responsibility has led to a decline in overall performance and has the potential to hinder the achievement of organizational targets.

Based on the pre-survey results, it can be concluded that employee performance at SMP Mulia Buana Parung Panjang Bogor still needs improvement, particularly in the areas of work quality, work quantity, task execution, and responsibility. The low achievement of targets is also attributed to employee dissatisfaction with the existing compensation system, as employees feel that the compensation provided does not match the effort they put in.

Therefore, it is important for the school to take immediate corrective steps, including an evaluation of the compensation system and improvements in underperforming aspects of employee performance. By doing so, it is expected that employee performance will significantly improve and have a positive impact on achieving the organization's goals as well as the sustainability of school operations.

Strategic steps to improve employee performance need to be implemented comprehensively, focusing on enhancing work quality, adherence to procedures, and fostering a sense of responsibility. Additionally, more equitable adjustments to compensation are expected to increase employee motivation, enabling them to be more enthusiastic in meeting the targets set by the organization.

According to Hasibuan (2016), compensation is defined as all forms of income, whether in the form of money, goods, directly or indirectly, received by employees as a reward for the services they provide to the organization. Providing compensation is an important element that can attract employees and boost their work motivation. Thus, effective compensation not only serves as recognition for employee performance but also functions as a strategic tool in human resource management to retain and attract talented employees.

A well-designed compensation system plays a key role in ensuring that employee performance remains optimal. If the compensation provided meets expectations, employees will be motivated to work harder and achieve better results. On the other hand, dissatisfaction with the compensation system can lead to a decline in work motivation, which will ultimately have a negative impact on both individual and organizational performance.

The pre-survey conducted at SMP Mulia Buana Parung Panjang Bogor revealed that there are still deficiencies in the direct financial compensation system. In this pre-survey, respondents expressed that the salary they received did not fully meet their expectations, with a decent salary being one of the main factors that every employee hopes for to support their performance. This has become one of the factors influencing the morale and productivity of the employees.

Based on data obtained from the pre-survey involving 20 respondents, it appears that the majority of employees feel that the financial compensation they receive, such as salary, incentives, allowances, and facilities, does not meet their expectations. A total of 42.5% of respondents stated that the compensation they received was in the "poor" category (KB), with only a small portion feeling "very good" (SB) about the compensation provided.

Specifically, salary is one of the most anticipated components by employees to help boost their work motivation. However, the pre-survey results show that only a few employees are satisfied with the salary they receive, while the majority believe their salary is insufficient. This clearly highlights the gap between employee expectations and the actual salary standards received.

This dissatisfaction is further exacerbated by the fact that the salary increases employees receive do not match the rising cost of living that continues to grow each day. The minimum wage standard, which should align with the Cost of Living (KHL), is not being met, drawing serious attention from the school's management.

This situation has negatively impacted employee performance, as they feel less motivated to give their best at work. The discrepancy between the salary received and the increasing cost of living is one of the key factors contributing to the decline in employee performance at SMP Mulia Buana Parung Panjang Bogor.

In addition to compensation, another factor that influences employee performance is the work environment. The work environment includes everything around employees that can affect their job satisfaction while carrying out their duties. When the work environment is supportive, employees can work more comfortably and productively, which ultimately has a positive impact on their performance. Conversely, a less conducive work environment can hinder productivity and reduce work effectiveness.

Based on the pre-survey conducted at SMP Mulia Buana Parung Panjang Bogor, it was found that the working conditions at the school are still not conducive for employees to work comfortably. Some of the issues identified include inadequate room temperature and constant noise from machinery, which disrupts employees' concentration. These conditions create obstacles for employees in achieving optimal performance.

The pre-survey, which involved 20 employees, revealed several aspects of the work environment that need improvement. For example, only 9 out of 20 respondents felt that the lighting in their workspace was adequate, while 11 disagreed. Temperature control was also a concern, with 12 respondents stating that the humidity in the workspace affected their comfort. Noise from outside was another issue, as 15 respondents admitted that it disrupted their concentration.

Additionally, the color scheme in the workplace was found to have a psychological effect on employees. Seventeen out of 20 respondents reported that the color scheme at their workplace impacted their comfort while working, indicating that the design of the workspace should also be considered in creating an optimal work environment.

From these pre-survey results, it is clear that several aspects of the work environment at SMP Mulia Buana Parung Panjang Bogor need improvement. Enhancing lighting, adjusting temperature, and reducing noise levels would significantly improve employee comfort. As a result, it is expected that employee performance will be more optimal, and the organization's goals can be achieved more effectively.

RESEARCH METHODOLOGY

This study employs a quantitative method with a descriptive correlational approach to examine the relationship between compensation and work environment as independent variables, and employee performance as the dependent variable. Data were collected through the distribution of questionnaires designed with a Likert scale to all employees of SMP Mulia Buana Parung Panjang Bogor. The research was conducted over six months, starting from October 2023 to March 2024, at SMP Mulia Buana Parung Panjang, Bogor, located at Jl. Pesantren No. 23, Desa Kabasiran, Parung Panjang District, Bogor Regency, West Java Province.

The population of this study includes all 66 employees of SMP Mulia Buana. Given the relatively small population size, the saturated sampling technique was used, where all members of the population were included as the research sample. The distributed questionnaire consists of questions using a Likert scale that measures respondents' agreement levels with various statements related to compensation, work environment, and employee performance, ranging from "Strongly Agree" to "Strongly Disagree."

Once the data were collected, they were analyzed quantitatively using multiple linear regression analysis to determine the extent to which compensation and the work environment affect employee performance. Before conducting regression analysis, validity and reliability tests on the research instruments were carried out to ensure that the questionnaires were accurate and consistent in measuring the variables under study. Additionally, classical assumption tests such as normality, multicollinearity, heteroscedasticity, and autocorrelation tests were conducted to ensure that the regression model used was appropriate and met the necessary requirements.

Hypothesis testing was conducted partially using the t-test to assess the impact of each independent variable on the dependent variable and simultaneously using the F-test to examine the combined influence of both independent variables on employee performance. The data analysis in this study was facilitated by SPSS version 26 software, which was used to calculate and interpret the regression test results and hypothesis testing.

RESULTS AND DISCUSSION
Organization Profile

Yayasan Al Kautsar Bogor is an educational institution focused on primary and secondary education, committed to producing high-quality graduates. The foundation operates educational programs from elementary school (SD) to junior high school (SMP) and senior high school (SMA). At the senior high school level, Yayasan Al Kautsar offers two main study programs: Natural Sciences (IPA) and Social Sciences (IPS). In addition to teaching the general curriculum, the foundation's SMA also includes local content, such as practical skills in multimedia and computer assembly. This ensures that graduates not only have academic knowledge but also practical skills in Information and Communication Technology.

In fulfilling its mission, Yayasan Al Kautsar Bogor adheres to a vision of becoming an excellent educational institution that focuses on balanced and high-achieving education. The foundation continuously innovates and updates its educational processes in a professional manner, aiming to be a role model for students and the community, all for the sake of seeking the blessings of Allah the Almighty. The foundation's mission encompasses several important aspects, such as creating a sustainable and high-quality educational process, enhancing the professionalism of educational services, and providing education that balances material and spiritual competencies with strong and resilient character.

The foundation also emphasizes the importance of practical religious education that is consistently integrated into daily activities and applies democratic principles in the educational process through deliberation and consensus. Furthermore, Yayasan Al Kautsar strives to provide effective, efficient, and high-quality educational facilities to support the learning processes at all the schools under its management.

Respondent Characteristics

The characteristics of respondents in this study consist of employees of Yayasan Al Kautsar Bogor, with a sample size of 66 individuals. Based on the data obtained, the respondents' characteristics are grouped by gender, age, and education level.

In terms of gender, the respondents comprise 34 females, representing 51.5% of the total, while the remaining 32 respondents, or 48.5%, are males. This indicates that the number of female employees slightly exceeds that of male employees at Yayasan Al Kautsar Bogor.

Regarding age, the respondents show a wide range of variation. A total of 10 respondents, or 15.1%, fall within the age range of 18 to 25 years, 18 respondents, or 27.3%, are between 26 and 30 years old, while the majority of respondents, 34 individuals or 51.5%, are in the age range of 31 to 40 years. The remaining 4 individuals, or 6.1%, are over 41 years old. This age variation reflects a diversity of experience and maturity levels among the employees at the foundation.

In terms of education, the majority of respondents, 50 individuals or 75%, have completed a bachelor's degree (S1). Seven respondents, or 10%, have finished high school (SMA/SMK), 6 respondents, or 9%, hold a diploma (D3), while only 2 individuals, or 4%, possess a master's degree (S2). One respondent, or 2%, has a junior high school education (SMP). This data shows that most employees at Yayasan Al Kautsar Bogor have a high level of education, with the majority being university graduates, reflecting a well-qualified academic background within the institution.

Validity Test

Table 1. Validity Test Results Based on Compensation Variables

No	Questionnaire	r count	r table	Decision
1.	Can understand company goals clearly	0.510	0.242	Valid
2.	Able to complete the work quickly and accurately	0.631	0.242	Valid
3.	Exemplary leadership can increase motivation and enthusiasm Work	0.560	0.242	Valid
4.	Leaders always set an example who is good to his subordinates	0.740	0.242	Valid

5.	The salary received by employees is appropriate with the abilities possessed	0.627	0.242	Valid
6.	Salary during work increases or increases as the years go by, due to the needs that arise. more increasing	0.728	0.242	Valid
7.	The leader gives fair sanctions to anyone who violates the rules. regulation	0.688	0.242	Valid
8.	The sanctions given are in accordance with violations committed	0.725	0.242	Valid
9.	The leadership is very firm in make decisions	0.696	0.242	Valid
10.	The firmness of leadership can increase morale in Work	0.769	0.242	Valid
11.	The relationship between employees and very harmonious leadership	0.698	0.242	Valid
12.	The relationship between employees and other employees are very harmonious	0.703	0.242	Valid

Table 2. Validity Test Results Based on Work Environment Variables

No	Questionnaire	r count	r table	Decision
1.	The work room has lighting sufficient.	0.751	0.242	Valid
2.	Lighting in the work environment is sufficient to help complete the work. work.	0.710	0.242	Valid
3.	The work environment has fresh air well circulated.	0.780	0.242	Valid
4.	With good air circulation in work environment, become enthusiastic about working.	0.674	0.242	Valid
5.	A work environment free from noise	0.559	0.242	Valid
6.	The noise of today's work environment makes it easier to concentrate on work.	0.343	0.242	Valid
7.	Color selection in the work area good condition.	0.742	0.242	Valid
8.	The color of the walls in the work room is very supports the state of mind while working.	0.784	0.242	Valid
9.	Employees are able to adapt to air temperature in the work environment.	0.768	0.242	Valid
10.	Feel comfortable to work in today's work environment.	0.676	0.242	Valid

| 11. | Work facilities and equipment in good condition and suitable for use. | 0.639 | 0.242 | Valid |
| 12. | With good facilities and proper work equipment, employees will be better at improve work. | 0.726 | 0.242 | Valid |

Table 3. Validity Test Results Based on Performance Variables

No	Questionnaire	r count	r table	Decision
1.	Results of work assignments completed according to company SOP	0.668	0.242	Valid
2.	Results of work assignments completed according to company SOP	0.819	0.242	Valid
3.	Can complete work tasks according to the amount given	0.642	0.242	Valid
4.	Leaders give appreciation on the quantity of work	0.691	0.242	Valid
5.	Employees show up and go home on time time	0.591	0.242	Valid
6.	Leaders give appreciation to employees who take overtime	0.739	0.242	Valid
7.	The relationship between co-workers is very harmonious	0.649	0.242	Valid
8.	Helping fellow co-workers when they need help	0.693	0.242	Valid
9.	The superiors place more emphasis on information related to budget targets in assessing performance	0.656	0.242	Valid
10.	Able to use the facilities in workplace such as internet, PC and	0.676	0.242	Valid
	and so on as support work			
11.	Always do your work well and seriously though lack of supervision from superiors	0.736	0.242	Valid
12.	Feeling watched while working makes not focused on work	0.493	0.242	Valid

Based on the table data above, all variable statements obtained a calculated r-value greater than the r-table value (0.242), indicating that all questionnaire items are valid. Therefore, the questionnaire is suitable for processing as research data
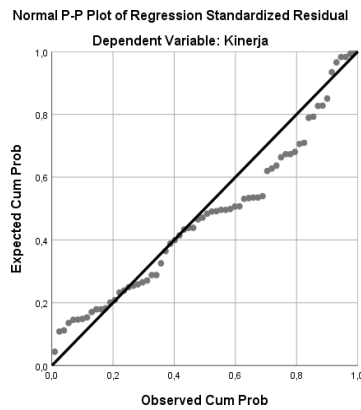
Reliability Test

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Table 4. Reliability Test

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NO	Variables	Alpha Testing (α)	Alpha (α)	Decision
1.	Compensation (X1)	0.891	0.60	Reliable
2.	Work Environment (X2)	0.892	0.60	Reliable
3.	Employee Performance (Y)	0.878	0.60	Reliable

Based on the test results listed in the table above, it can be concluded that each statement item for each variable is reliable.

Classical Assumption Test
Normality Test

Figure 1. Normality Test

Based on the image above, it can be seen that the normal probability plot graph shows a normal graph pattern. This can be seen from the points that are spread around the diagonal line and their distribution follows the diagonal line. Therefore, it can be concluded that the regression model meets the assumption of normality and the data used in this study are normally distributed.

Heteroscedasticity Test
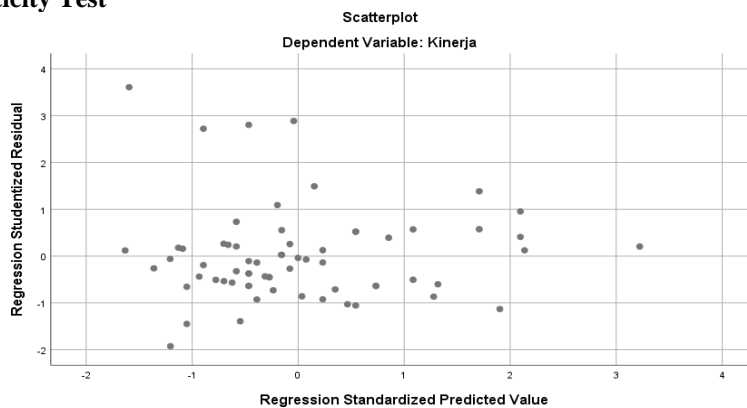
Figure 2. Heteroscedasticity Test

Based on the image above, it can be seen that the points on the scatterplot graph do not have a clear distribution pattern or do not form certain patterns and the points are spread randomly both at the top, at the bottom and around the number zero on the Y axis. It can be concluded that this indicates that there is heteroscedasticity interference so that this regression model is suitable for use.

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Autocorrelation Test

Table 5. Autocorrelation Test Results
Model Summary

Model	R	R Square	djusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,626	,392	,373	4.86341	2,064

a. Predictors: (Constant), Compensation, Work Environment
b. Dependent Variable: Performance
Source: Data processed with SPSS 25 (2022)

Based on the test results in the table above, it was obtained that this regression model has no autocorrelation, this is proven by the Durbin-Watson value obtained of 2.064 where this value is in the criteria of 1.55-2.46 with the statement that there is no autocorrelation.

Descriptive Statistics

Based on the Compensation (X1) variable, respondents from SMP Mulia Buana Parung Panjang Bogor provided a range of answers. From the statements presented related to compensation, the majority of respondents agreed and strongly agreed, indicating that the compensation provided is generally considered adequate. However, there are still respondents who expressed moderate disagreement, disagreement, or strong disagreement. This suggests that the compensation system at SMP Mulia Buana needs further improvement to better motivate employees and ensure their satisfaction, which will, in turn, support better performance.

Regarding the Work Environment (X2) variable, respondents also showed varied responses. Most respondents agreed and strongly agreed, indicating that the work environment is perceived as fairly good. However, some respondents expressed dissatisfaction, highlighting areas where the work environment could be further improved. Enhancing the work environment would help employees focus better and complete their tasks more effectively.

Lastly, for the Employee Performance (Y) variable, the majority of respondents agreed and strongly agreed, suggesting that employee performance at SMP Mulia Buana Parung Panjang Bogor is generally seen as good. Nevertheless, there are still respondents who expressed dissatisfaction, indicating that employee performance could be further enhanced to achieve more optimal results and ensure the organization meets its goals more effectively.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Processing Results
Coefficients

Model	nstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,918	6,154		2,424	,018
Compensation	-,016	,100	-,017	-,164	,870
Work Environment	,700	,114	,631	6,142	,000

a. Dependent Variable: Performance
Source: Data processed with SPSS 25 (2022)

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Based on the results of the regression calculation in the table above, the regression equation can be obtained, namely Y = 14.918 + 0.016X1 + 0.700X2. From the equation in the table above, the results can be concluded as follows:

a. The constant of 14.918 is a constant or condition when the Performance variable (Y) has not been influenced by other variables, namely the Compensation variable (X1) and Work Environment (X2). If there is no independent variable, the performance variable will not increase, but employee performance will remain at 14.918.

b. The regression value of 0.016 indicates that the Compensation variable (X1) has a positive influence on Employee Performance. This means that every one unit increase in the Compensation variable (X1) will affect Performance (Y) by 0.016 with the assumption that other variables are not examined in this study.

c. The regression value of 0.700 shows that the Work Environment variable (X2) has a positive influence on Employee Performance. This means that every one unit increase in the Work Environment variable (X2) will affect Performance (Y) by 0.700 with the assumption that other variables were not examined in this study.

Table 7. Coefficient of Determination
Model Summary

Model	R	R Square	djusted R Square	. Error of the Estimate
1	,626	,392	,373	4.86341

a. Predictors: (Constant), Work Environment, Compensation
Source: Data processed with SPSS 25 (2022)

Based on the table above, the coefficient of determination (R Square) value is 0.392, which means that the Compensation variables (X1) and Work Environment (X2) have an influence on employee performance (Y) of 39.2%, while the remaining 60.8% is influenced by other factors.

Table 8. Simultaneous F Test Results
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	962,737	2	481,369	20,351	,000b
Residual	1490,126	63	23,653		
Total	2452,864	65			

a. Dependent Variable: Performance
b. Predictors: (Constant), Work Environment, Compensation
c. *Source: Data processed with SPSS 25 (2022)*

Based on the table above, the results of the calculated F value > F table of (20.351 > 3.14) are obtained, which is also proven by the significance of 0.000 < 0.1. Thus, this shows that there is a simultaneous influence between the Compensation variables (X1) and Work Environment (X2) on employee performance (Y) at the Al Kautsar Foundation, Bogor.

CONCLUSION

This study shows that there is a positive and significant relationship between compensation and work environment on employee performance at SMP Mulia Buana Parung Panjang Bogor. The Compensation variable has a significant influence on employee performance, with the analysis results indicating a strong relationship. Most of the employees' performance can be explained by compensation, although other factors also play a role. Additionally, the Work Environment variable has a significant impact on employee performance. Statistical tests reveal that the work environment contributes significantly to improving employee performance. The correlation coefficient indicates a significant relationship between the work environment and performance, with most of the changes in employee performance being influenced by the work environment.

Compensation and the work environment, when combined, have a significant influence on employee performance. The combination of these two variables demonstrates a strong contribution to improving employee performance, with a combined correlation coefficient showing a significant relationship. Overall, compensation and the work environment explain the majority of the variation in employee performance at SMP Mulia Buana, while other variables not examined in this study also have an effect.

As a recommendation, the school can improve employee performance by increasing compensation and improving the work environment. Regular evaluations of these two variables are crucial to continuously optimize their impact on employee performance. For future research, it is suggested to include other variables such as leadership and motivation, which may also influence employee performance.

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