

# Application of work environment and compensation adjustments to employee performance

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**ABSTRACT**

Employee performance is an essential factor influencing success. In an organization, this is one of the most critical functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis and research model. This study used an associative descriptive quantitative method with a population of 51 respondents drawn into a sample using non-probability sampling, saturated sampling / total sampling method, and data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis is that the work environment affects employee performance. Thus, the second hypothesis states that compensation does not significantly impact employee performance. The third hypothesis is that employee performance is influenced by the work environment and balance that can simultaneously improve employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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**1. Introduction**

Resources In facing competition in the global era, institutions are required to work more effectively and efficiently. Increasingly fierce competition causes institutions to be able to increase competitiveness to maintain their survival. Human resources are the most crucial element in determining the back-and-forth of an institution. To achieve the company's goals, human resources are needed to meet the requirements and needs of the institution. They can carry out tasks that the institution has determined. In general, each institution will always strive to improve its performance with the hope that its goal will be achieved (Danilenko & Perminova, 2022; Lopez et al., 2022). Resources are a company's most unique, vulnerable, purest, and hardest-to-estimate asset. Each employee has a different set of backgrounds, which will affect their respective expectations and, in turn, affect the dynamics of the relationship between humans and the company's organization (Putri et al., 2023). Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of interpretation within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends mainly on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. Haryadi et al., 2021). Human resources play a significant role in organizations' achieving competitive advantage. The development of technology and environmental changes make human resources a critical factor in determining the ability of

organizations or companies in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

Performance is defined as what employees do or don't do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Princess et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him ( Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and interests. How organizations value and treat their human resources will affect their attitudes and behaviors in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Performance is affected by the work environment. The work environment is everything around the worker, which can affect him in carrying out the tasks charged. For example, cleanliness, music, and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees (Andrews & Haskell, 2023; Yilmaz & Seren İntepeler, 2023). The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the domain of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023). The work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements as individuals and as a group. The work environment can be divided into two, namely, the physical work environment and the non-physical work environment (Suleiman, 2023; Yang et al., 2023). The work environment in a company is critical to getting the attention of company leaders because a conducive and comfortable work environment will affect the effectiveness and productivity of employees in the company (Rydenfält et al., 2023).

In addition to work environment, performance is influenced by compensation factors. Compensation has a goal as a benchmark for employee performance towards the organization, and it is expected that employees can contribute fully to the company (Dessler, 2019) argues that there are two dimensions in compensation, namely direct compensation and indirect compensation, which are as follows: 1. Direct Compensation. Direct compensation is a form of reward or wages paid regularly based on a fixed grace period in the form of money in cash or kind based on contributions for employee services performed. Direct compensation indicators, namely, compatibility of salary with work, suitability of incentives with results received, and bonuses received following the work given. 2. Indirect Compensation. Indirect Compensation (Indirect Compensation) is the provision of compensation for company profits for workers beyond a fixed salary or wages, which can be in the form of money or goods. As for the indicators of indirect compensation, namely, the suitability of the expected benefits, the suitability of insurance with the necessities of life, the suitability of the facilities with the needs of the job, and the suitability of the awards given with the work results. Compensation functions as Human Resource Management (HRM), which relates to the reward employees receive for services carrying out organizational tasks. In research (Yu, Chen, & Shao, 2023). Ma et al. (2023), stated that compensation is a form of payment that an organization provides to employees for good performance. Ahmed et al. (2021) Compensation is a form of payment or reward intended for employees stemming from the consequences of their work. Vahdati et al. (2022) state that compensation is the output and benefits employees receive in the form of wages and the same award as the exchange of money for employees to improve performance.

The most important thing to achieve a maximum goal is to start from the most supportive thing to accomplish a goal, namely human resources (Susan, 2019). A company's success is determined by its resources, especially the human resources used for survival. Human resources play a role in determining the company's success in achieving its goals (Bariqi, 2018).

PT. Indah Kiat Pulp & Paper, Tbk Perawang, is a pulp and paper processing company. The problem occurs when, in the manufacturing process, a product has defects—production results at PT. Indah Kiat Pulp & Paper, Tbk Perawang, still has not achieved zero defects because there are still defects in the paper production process. The purpose of this study is to control the quality of paper products at PT. IKPP Virging. Researchers use the Six Sigma method in the process, which consists of five stages. These stages are known as DMAIC, which stands for each stage: define, measure, analyze, improve, and control. The percentage of

wrinkle-reject defect types is 43.9%, and the portion of wavy-reject defect types is 38.1%. DPMO during 2020 was 17,616.

The calculation of the sigma level during 2020 is 3.6 sigma, which is the average level of the manufacturing industry in Indonesia. The results of the FMEA analysis are vibrations on machines with RPN 270 values and thickness sensors that do not work well with RPN 243 values. The proposed improvement on wrinkles is to carry out maintenance on the machine, such as lubricating bearings and using gradual speed. In Wavy, that is calibrating and cleaning the sensor from dust. Keywords: DMAIC, quality improvement, Six Sigma, zero defect. PT. Indah Kiat Pulp & Paper Tbk. is one example of a company that received the award certificate in 2005 and renewed it in 2011. In addition, the company also received an environmentally friendly product certificate in 2011 and an SNI certificate from the National Certificate Agency in 2011. The success of this company is inseparable from the excellent cooperation between the leadership and management of the company, especially in paying attention to overall quality. PT. Indah Kiat Pulp & Paper Tbk is one of the subsidiaries of Sinarmas Group engaged in paper and has various types of paper products with different demands in each product. This results in the company being precise and fast in inventory control, considering that reasonable inventory control can increase company productivity. This study aims to develop a model examining the three variables the author has analyzed to find out the factors that can improve employee performance. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

## 2. Research Method

This research was conducted at PT. Indah Kiat Pulp & Paper Tbk located in Serang, Banten. In this study, the method used by the author is quantitative descriptive research with a causal approach. The causal process is an analysis that will look for a picture of relationships, influences, impacts, and causal effects from various concepts or factors or, in some ways, designed in management science. The population in this study was employees of PT Indah Kiat Pulp & Paper, Tbk R&D department, totaling 61 respondents. A saturated sampling technique means the entire population is taken as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the scale method of strongly disagree, disagree, doubt, agree, and strongly agree. Only 51 respondents were obtained from the questionnaire based on the research sample. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through validity test analysis, reliability calculations, and then classical assumption tests including data normality. In this study, the author formulated a research hypothesis and a theory, namely H1: There is a significant influence of the work environment on employee performance, H2: compensation affects employee performance, and H3: work environment and balance simultaneously affect employee performance.

## 3. Results And Discussions

Before a hypothesis test can be performed, a validity test must be conducted to show the extent to which the instrument method or measurement method of something is positively designed. Five statements measured employee performance, five arguments measured the work environment, and compensation variables were measured by five survey statements collected. This study seeks to validate the validity of the corrected item-total correlation value by looking at its importance in comparing the r-count with the r-table with the validity number Sakhikh has obtained. In addition, the value of Cronbach's alpha also received the value of reliability calculations that are very reliable, and the results of validity tests and reliability calculations for each variable with indicators can be seen in the table below.

**Table 1.** Validity and reliability test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Employee Performance				
EP_1	.686	0,276	Valid	0.818
EP_2	.304	0,276	Valid	
EP_3	.676	0,276	Valid	
EP_4	.640	0,276	Valid	
EP_5	.786	0,276	Valid	
Work Environment				
WE_1	.397	0,276	Valid	0.714

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
WE_2	.531	0,276	Valid	
WE_3	.452	0,276	Valid	
WE_4	.611	0,276	Valid	
WE_5	.379	0,276	Valid	
Provision of Compensation				
PC_1	.837	0,276	Valid	
PC_2	.520	0,276	Valid	
PC_3	.780	0,276	Valid	0.894
PC_4	.794	0,276	Valid	
PC_5	.833	0,276	Valid	

Table 1 shows that all statement indicator variables for each variable on each indicator have an r-count value of  $> 0.276$ , which automatically meets the data validity standard. A needle is considered accurate if each r-calculate point of validity value  $r > 0.276$ . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

**Table 2.** One-sample kolmogorov-smirnov test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		51
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.86975793
Most Extreme Differences	Absolute	.120
	Positive	.092
	Negative	-.120
Test Statistic		.120
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of Kolmogorov-Smirnov normality; the 2-tale significance normality test is Unstandardized Residual 0.200), which is residual data having a significance value greater than 0.05. It can be concluded that the data is typically distributed. The following multicollinearity test results can be seen in Table 3 below.

**Table 3.** Multiklonieritas test

Model	Tableicients <sup>a</sup>	Collinearity Statistics	
		Tolerance	VIF
1	Work Environment	.663	1.509
	Provision of Compensation	.663	1.509

a. Dependent Variable: Employee Performance

The multicollinearity test obtained a Variance Inflation Factor (VIF) value of 1.509 and a Tolerance value of 0.663. The result of the decision for the multicollinearity test is that if the tolerance value ( $0.663 > 0.10$  and  $VIF (1.509) < 10$ ), it can be interpreted that there are no symptoms of multicollinearity, so it can be concluded that the model used does not contain signs of multicollinearity. The results of linear regression analysis can be seen in Table 4 below.

**Table 4.** Regres regressionr test

Model	Coefficients a					
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	
						B
(Constant)	-2.939	1.975		-1.488	.143	
1	Work Environment	.962	.114	.768	8.434	.000
	Provision of Compensation	.151	.093	.147	1.616	.113

a. Dependent Variable: Employee Performance

A negative constant of -2.939 means that if the value of the work environment and compensation variables equals zero, then the level or magnitude of employee performance is still -2.939. The regression coefficient of the work environment variable has a positive value of 0.962, which means that if the value of the work environment variable increases one hundred %, employee performance increases 0.962 times. The value of the regression coefficient of the compensation variable is positive by 0.151. This explains that if the value of the motivation variable increases by one hundred percent, then the employee performance variable increases by 0.151 times. The analysis results in hypothesis testing are presented in Table 5 below.

**Table 5.** Hipotesis test

Variable	T-value	P-values	Result
TL → EP	8.434	0.000	Accepted
WM → EP	1.616	0.113	Rejected
TL & WM → EP	67.562	0.000	Accepted

*Source: Results of research data processing 2023*

Table 5. The findings in this study statistically show that work environment variables have a significant influence on employee performance. The work environment is everything around the worker, which can affect him in carrying out the tasks charged. For example, cleanliness, music, and others. Because it can affect the work done, every company must strive in such a way that it has a positive influence on employees (Andrews & Haskell, 2023; Yilmaz & Seren İntepeler, 2023). The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the domain of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023).

Temuan kedua dalam penelitian ini bahwa pemberian kompensasi tidak memiliki pengaruh signifikan terhadap kinerja karyawan. Karena pemberian kompensasi telah sesuai yang sudah di berikan perusahaan terhadap karyawannya. Compensation has a goal as a benchmark for employee performance towards the organization, and it is expected that employees can contribute fully to the company (Dessler, 2019) argues that there are two dimensions in compensation, namely direct compensation and indirect compensation, which are as follows: 1. Direct Compensation. Direct compensation is a form of reward or wages paid regularly based on a fixed grace period in the form of money in cash or kind based on contributions for employee services performed. Direct compensation indicators, namely, compatibility of salary with work, suitability of incentives with results received, and bonuses received following the work given. 2. Indirect Compensation. Indirect Compensation) is the provision of compensation for company profits for workers beyond a fixed salary or wages, which can be in the form of money or goods; as for the indicators of indirect compensation, namely, the suitability of the expected benefits, the usefulness of insurance with the necessities of life, the appropriateness of the facilities with the needs of the job, and the suitability of the awards given with the work results.

The third finding in this study is that work environment variables and compensation simultaneously influence employee performance. The work environment is an environment in which these employees work in which there are conditions in which the employees work. The work environment is something that exists in the domain of workers that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, workplace cleanliness, and whether or not work equipment is adequate (Gomes et al., 2023; Ljungberg et al., 2023). The work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements as individuals and as a group. The work environment can be divided into two, namely, the physical work environment and the non-physical work environment (Suleiman, 2023; Yang et al., 2023). Compensation functions as Human Resource Management (HRM), which relates to the reward employees receive for services carrying out organizational tasks. In research (Yu et al., 2023). Ma et al. (2023), stated that compensation is a form of payment that an organization provides to employees for good performance. Ahmed et al. (2021) Compensation is a form of payment or reward intended for employees stemming from the consequences of their work. Vahdati et al. (2022) state that compensation is the output and benefits employees receive in the form of wages and the same award as the exchange of money for employees to improve performance.

#### 4. Conclusion

The result discussion results-first hypothesis states that work environment variables affect employee performance, meaning that the better the work environment, the more it increases. The theory of the two variables of compensation does not significantly influence employee performance; this compensation carried out by the company is under employee expectations. The third hypothesis is that the work environment and compensation influence employee performance. Work environment variables and balance are included in the category because the results of descriptive analysis often show that they qualify as indicator analysis in the company used for performance appraisal, and it is necessary to maintain a harmonious relationship between employees to have a sense of togetherness between employees is increasing to improve human resources. This research is expected to make theoretical contributions to the literature in this context, including in the context of human resource management.

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