

Optimizing Performance: The Impact of Work Environment, Compensation, and Job Satisfaction as Mediating

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Abstract: This research aims to examine and analyze the influence of Work Environment, Compensation, and Work Motivation on Employee Performance, with Job Satisfaction as an intervening variable, in the Tax Court Secretariat. Data collection was conducted through questionnaire distribution among a sample of 81 permanent employees of the Tax Court Secretariat. The data analysis method employed in this study is the Component-Based Structural Equation Modeling or Variance-Based Structural Equation Modeling (PLS-SEM), utilizing the Smart-PLS version 3.0 software. The findings of this research confirm that Work Environment has a partially positive and significant impact on Employee Performance, Compensation has a partially negative and non-significant effect on Employee Performance, Work Motivation has a partially positive and significant influence on Employee Performance, Job Satisfaction has a partially positive and significant effect on Employee Performance, Work Environment has a partially positive and non-significant impact on Job Satisfaction, Compensation has a partially negative and non-significant influence on Job Satisfaction, Work Motivation has a partially positive and significant effect on Job Satisfaction, Work Environment has a partially positive and non-significant effect on Employee Performance with Job Satisfaction as a mediator, Compensation has a partially negative and non-significant impact on Employee Performance with Job Satisfaction as a mediator, Work Motivation has a partially positive and non-significant influence on Employee Performance with Job Satisfaction as a mediator.

Keywords: Work Environment, Compensation, Work Motivation, Employee Performance, Job Satisfaction

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INTRODUCTION

The governance system aims to establish public service functions. Good governance tends to produce effective public services to realize the vision of becoming a good government institution, requiring financial capability, reliable human resources, the ability to create and utilize technology, business network ownership, mastery of strategic information, and the implementation of Good Corporate Governance (GCG) principles. The Tax Court Secretariat, an organizational unit under the Ministry of Finance of the Republic of Indonesia, is tasked with providing services in the fields of administration, personnel, finance, household, preparation of appeal and/or lawsuit files, trial preparation administration, trial administration, decision settlement administration, documentation, review administration, jurisprudence administration, data processing, and information services. The demand to enhance the quality of service, implemented through the principles of simple, fast, and cost-effective justice, will necessitate all available efforts and resources.

Therefore, the Tax Court must be able to increase productivity through the resolution of tax disputes, reflected in the court's performance. Optimal performance can be achieved through the efficient and effective utilization of resources (Suswardana, 2022). Based on Law Number 14 of 2002, it can be observed from 2017 to 2022 that there is a deviation (gap) between planned objectives and actual outcomes. By the end of 2022, the number of rulings reached 15,530 cases, while the total cases handled amounted to 41,752, including 26,222 cases in process and 15,530 cases with finalized rulings as of December 2022. The remaining 26,222 cases in process constitute the backlog or obligations that the Tax Court must resolve, consisting of 5,154 cases awaiting

trial readiness and determination process, 9,046 cases in trial process, and 12,022 cases with completed trial examinations but pending rulings. Thus, there is a 28.79% backlog or gap between planning and realization (reality) for all cases ($12,022/41,752 \times 100\%$).

The concept of backlog can be simplified as cases that have been examined in trial proceedings and deemed sufficient by the panel of judges, thus concluding the trial proceedings, yet the verdict has not been pronounced during the trial (Suswardana, 2022). The percentage of tax dispute resolutions through verdicts compared to the final dispute balance as of December 31, 2022, is 71.21%, indicating suboptimal organizational performance. This organizational performance reflects the performance of employees, as resolving tax disputes is a collective responsibility of the staff.

The issue at the Tax Court is the presence of 12,022 pending cases unresolved by the end of 2022, indicating suboptimal employee performance. Achieving high performance involves various factors acting as triggers for whether employee performance is high or low. Current theoretical developments and previous research, such as Sedarmayanti (2017), suggest that performance translates to the outcomes of an individual's work, a management process, or an organization as a whole, where these outcomes must be tangibly demonstrated and measurable against predefined standards. According to Suswardana (2022), the Work Environment directly or indirectly influences employee performance through job satisfaction at the Tax Court Secretariat. Similarly, several studies have found a positive and significant relationship between Work Environment and Employee Job Satisfaction (Astanti, 2022; Suswardana, 2022).

Another factor contributing to employee performance improvement is the provision of compensation. Several studies have examined the relationship between compensation and employee performance, concluding that there is a positive and significant influence of compensation on performance (Widayati, et al., 2017; Suswardana, 2022). Compensation also exhibits a positive and significant correlation with job satisfaction (Alldila, 2022; Suswardana, 2022). Compensation can manifest in the form of take-home pay (Suswardana, 2022), as known, there is a disparity in take-home pay between employees of the Tax Court Secretariat and those in other level one units, such as employees in the Directorate General of Taxation and the Directorate General of Customs and Excise, attributed to additional allowances not received by employees at the Tax Court Secretariat.

Furthermore, another factor influencing Employee Performance is work motivation, which, according to Robbins and Coulter (2016), is the willingness to exert high effort to achieve organizational goals, conditioned by the ability to meet specific individual needs. Several studies have examined the relationship between work motivation and employee performance, and it can be concluded that there is a positive and significant influence of compensation and work motivation on employee performance (Immanuel & Fuad Mas'ud, 2017; Mundakir and Zainuri, 2018; Turnip, Widayati, et al., 2021). Work motivation also has a positive and significant correlation with job satisfaction (Mundakir and Zainuri, 2018).

The research problems addressed in this study include: (1) Does the Work Environment affect Employee Performance at the Tax Court Secretariat? (2) Does Compensation influence Employee Performance at the Tax Court Secretariat? (3) Does Work Motivation affect Employee Performance at the Tax Court Secretariat? (4) Does Job Satisfaction influence Employee Performance at the Tax Court Secretariat? (5) Does the Work Environment affect Employee Job Satisfaction at the Tax Court Secretariat? (6) Does Compensation influence Employee Job Satisfaction at the Tax Court Secretariat? (7) Does Work Motivation affect Employee Job Satisfaction at the Tax Court Secretariat? (8) Does the Work Environment affect Employee Performance with Job Satisfaction as a mediator at the Tax Court Secretariat? (9) Does Compensation influence Employee Performance with Job Satisfaction as a mediator at the Tax Court Secretariat? (10) Does Work Motivation influence Employee Performance with Job Satisfaction as a mediator at the Tax Court Secretariat?

The objectives of this research are as follows: (1) To determine whether there is an influence of Work Environment on Employee Performance at the Tax Court Secretariat; (2) To ascertain whether Compensation affects Employee Performance at the Tax Court Secretariat; (3) To explore whether Work Motivation impacts Employee Performance at the Tax Court Secretariat; (4) To investigate whether Job Satisfaction influences Employee Performance at the Tax Court Secretariat; (5) To examine whether Work Environment affects Employee Job Satisfaction at the Tax Court Secretariat; (6) To assess whether Compensation influences Employee Job Satisfaction at the Tax Court Secretariat; (7) To analyze whether Work Motivation affects Employee Job Satisfaction at the Tax Court Secretariat; (8) To determine whether Work Environment influences Employee Performance with Job Satisfaction as a mediator at the Tax Court Secretariat; (9) To evaluate whether Compensation influences Employee Performance with Job Satisfaction as a mediator at the Tax Court Secretariat; (10) To explore whether Work Motivation affects Employee Performance with Job Satisfaction as a mediator at the Tax Court Secretariat.

LITERATURE REVIEW

Performance. Performance is based on two theories: task performance, which is behavior determined by tasks supporting the core technical aspects of the organization, and contextual performance, which is the willingness to perform tasks and to help and cooperate with coworkers (Rodríguez, Delgado N., Fernaud, E.H, Rosales, Christian, Vilela, Luis Díaz-, Diaz, R.I., Cabrera, D.D, 2018). Performance is the result of an individual's work achieved in carrying out their tasks based on skill, effort, and opportunity (Hasibuan 2018).

Work Environment. According to Suswardana (2022), work environment refers to the conditions surrounding the workplace, both physically and non-physically, that can create a pleasant, safe, calming, and comfortable impression conducive to work. Sedarmayanti (2017) broadly categorizes work environment into two types: (a) Physical work environment encompasses everything surrounding the workplace that can directly or indirectly influence employees, and (b) Non-physical work environment comprises all conditions related to work relationships, whether with superiors, colleagues, or subordinates.

Compensation. According to Hasibuan (2017), compensation refers to all income in the form of money or goods, whether direct or indirect, received by employees as remuneration for their services to the company. Meanwhile, according to Dessler (2020), the concept of employee compensation encompasses all forms of payment given to them as a result of the work they perform. Compensation consists of two main components: direct financial payments such as wages, salaries, incentives, commissions, and bonuses, as well as indirect financial payments such as financial benefits like insurance and employer-paid vacations.

Work Motivation. Work motivation, as per Robbins (2016), is the willingness to exert extra effort to achieve organizational goals, triggered by the ability to fulfill specific individual needs. According to Frederick Herzberg, the best way to motivate someone is to structure the job in such a way that it provides challenges and recognition that we all need to help satisfy "higher-level" needs, such as achievement and recognition (Dessler, 2020). Furthermore, according to David McClelland (1988), motivation consists of three need drives. First, the need for achievement, which is measured through three indicators: (a) the desire to develop creativity, (b) the need to use skills to the fullest, and (c) the desire to work effectively and efficiently. Second, the need for interpersonal relationships, measured through three indicators: (a) the desire to be accepted, (b) the need for good relationships among coworkers, and (c) the desire to participate and collaborate. Third, the need for power and influence over others, measured through three indicators: (a) the desire to influence and establish rules in the workplace, (b) the need to develop power and responsibility, and (c) the desire to lead and compete.

Job Satisfaction. Every individual in the workforce hopes to experience satisfaction from their work environment. Job satisfaction is fundamentally an individual experience as each person has varying levels of satisfaction based on their intrinsic values. The more aspects of the job align with individual preferences, the higher the perceived level of satisfaction. According to Sutrisno (2011), job satisfaction refers to employees' attitudes towards their work, including the work environment, teamwork, rewards received, as well as physical and psychological aspects. Work values signify the objectives individuals aim to achieve in carrying out their job tasks, which are considered essential values by individuals. Thus, work values should ideally align with or support the fulfillment of basic needs. Overall, job satisfaction can be concluded as a result of workforce closely linked to work motivation (Widayati et al., 2020). Meanwhile, Robbins (2016) suggests that happy employees lead to higher productivity. For companies, employee job satisfaction can be beneficial as content employees tend to enhance productivity, improve attitudes, and behaviors.

METHOD

This research design employs a quantitative research method based on the associative causal method with survey and verificative methods to test hypotheses through a series of surveys conducted among employees of the Tax Court Secretariat, thereby obtaining information or data on whether Work Environment, Compensation, and Work Motivation affect Employee Performance at the Tax Court Secretariat through the variable of Job Satisfaction as an intervening variable (Sugiyono, 2019). According to Sugiyono (2019), the Likert scale is used to measure an individual's or a group's attitudes, opinions, and perceptions about social phenomena. With the Likert scale, the variables to be measured are described as starting points for composing instrument items, which can be in the form of questions. The population of this study consists of 435 employees, and the sample used is a minimum of 81 employees of the Tax Court Secretariat obtained from the Slovin Formula. The method of data collection in this study involves conducting surveys directly on the research object, namely the employees of the Tax Court Secretariat. Data collection is conducted using online or electronic questionnaires via Google Form to

respondents so that the results can be accounted for. Prior to this, the validity and reliability of the questionnaire were tested. The data analysis method used in this study is Component or Variance Based Structural Equation Model, where the data processing utilizes the Partial Least Square (Smart-PLS) version 3.0 PLS program.

RESULTS AND DISCUSSION

1. Results of Measurement Model Testing. In this validity test, two types of evaluations will be conducted, namely Convergent Validity Test and Discriminant Validity Test.

Convergent Validity Test. The commonly used rule of thumb to assess convergent validity is that the loading factor values should be between 0.60 – 0.70, which can be considered sufficient to meet convergent validity for this research, and the Average Variance Extracted (AVE) value should be greater than 0.5

Tabel 1. Convergent Validity Index

No	Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
1	Work Environment	0.967	0.971	0.754
2	Compensation	0.850	0.896	0.684
3	Work Motivation	0.925	0.938	0.657
4	Job Satisfaction	0.949	0.960	0.799
5	Employee Performance	0.949	0.951	0.683

Source: SmartPls 3.0 Processing Test Results 2024

Based on Table 1 above, it is stated that all constructs/variables meet the criteria of Cronbach's Alpha, Composite Reliability as their values are above the recommended threshold, which is above 0.7, and the Average Variance Extracted (AVE) factor is above 0.5, with further explanations in the Discriminant Validity Test.

Here are the results of the estimation for all constructs: Work Environment (X1), Compensation (X2), Work Motivation (X3), Mediation/Intervening Job Satisfaction (Z), and Employee Performance (Y). From the manifest variables (conceptual framework) above, analyzed using SmartPLS Version 3.0, a model can be developed that yields an outer model test showing the outer loading values of each variable using SmartPLS v 3.0 analysis tool.

2. The Result of Structural Model Testing. Coefficient of Determination (R²) Test. The coefficient of determination test is conducted to determine how much the endogenous variable is able to explain the exogenous variable simultaneously. The Coefficient of Determination (R²) is interpreted as the proportion of response variation explained by the regressors (independent variables/X) in the model. Therefore, if R² = 1, it means that the model accurately explains all the variability in variable Y, whereas if R² = 0, it means that there is no relationship between the regressor (X) and variable Y.

Tabel 2. Coefficient of Determination (R²)

Variable	R Square	R Square Adjusted
Job satisfaction	0.605	0.590
Employee Performance	0.706	0.690

Source: SmartPls 3.0 Processing Test Results 2024

The R² value for Job Satisfaction is 0.605 = 60.5%, meaning that in the assessment of Employee Performance, Work Environment, Compensation, and Job Motivation, they are able to explain Job Satisfaction by 60.5%, while the remaining 39.5% is explained by other variables not included in this study. Similarly, the R² value for Employee Performance is 0.706 = 70.6%, indicating that in the assessment of Job Satisfaction, Work Environment, Compensation, and Job Motivation, they are able to explain Employee Performance by 70.6%, while the remaining 29.4% is explained by other variables not included in this study.

Test The Hypothesis. This study aims to determine the influence between exogenous constructs (independent variables or often called X variables) on endogenous constructs (dependent variables or called Y variables). For hypothesis testing in this study using an alpha value of 5%, which is 1.96. So that the criterion for acceptance or rejection of the hypothesis is H_a accepted and H₀ rejected when the calculated t value > 1.96 and the significance < 0.05. The results of hypothesis testing of this study are presented in Table 3.

Table 3. Hypothesis Test Results

Construct/Variable	Original Sample (O)	T Statistics (O/STDEV)	P Values	information
Work Environment □ Employee Performance	0.296	2.065	0.019	Significant Positive
Compensation □ Employee performance	-0.082	1.147	0.126	Negative Not Significant
Work motivation □ Employee performance	0.422	3.162	0.001	Significant Positive
Job satisfaction □ Employee performance	0.228	2.018	0.022	Significant Positive
Work environment □ Kepuasan Kerja	0.251	1.667	0.049	Positive Not Significant
Compensation □ Job satisfaction	-0.076	0.764	0.223	Negative Not Significant
Work motivation □ Job satisfaction	0.591	3.994	0.000	Significant Positive
Work environment □ Job satisfaction □ Employee performance	0.057	1.412	0.076	Positive Not Significant
Compensation □ Job satisfaction □ Employee performance	-0.017	0.694	0.244	Negative Not Significant
Work motivation □ Job satisfaction □ employee performance	0.135	1.592	0.056	Positive Not Significant

Source: SmartPLS 3.0 Processing Test Results 2024

RESULTS AND DISCUSSION

1) **The influence of the work environment on employee performance.** According to Robbins and Judge (2013) stated that work environment factors have a direct influence on employee performance in completing their duties and responsibilities while working which will ultimately improve their performance. This research uses the theoretical basis proposed by Robbins and Judge as mentioned above.

Based on the results of the first hypothesis test, it can be concluded that the work environment variable affects employee performance showing in a positive direction with a calculated t value of 2,065 greater than the table t of 1.96 and P Values of 0.019. The significance value of the test is greater than t in the table which is 1.96 and P Values is smaller than the value of 0.05. Thus, the work environment has a positive and partially significant effect on employee performance. The results of this study are in accordance with the research of Buana, Nur, et al., (2019) and Suswardana (2022) confirming that the work environment has a positive and significant effect on employee performance. From the results of the above research, it can be confirmed that this study also supports Robbins and Judge's theory as mentioned above, with the explanation that the better the work environment at the Tax Court Secretariat, the better the performance of employees at the Tax Court Secretariat.

2) **The effect of compensation on employee performance.** According to Herzberg, 1996, which states compensation is one of the physical needs that affect motivation which in turn will affect employee performance. This is in line with the theory put forward by Mathis and Jackson, 2009 states that compensation can improve performance. This study will confirm the theories of Herzberg and Mathis and Jackson whose results are described as below.

Based on the results of testing the second hypothesis (H2), it can be concluded that the compensation variable affects employee performance showing in a negative direction with a calculated t value of 1,147 smaller than the table t of 1.96 and P Values of 0.126. The significance value of the test is smaller than t table which is 1.96 and greater than the value of 0.05. Thus, compensation has a negative and partially insignificant effect on employee performance. The results of this study are in accordance with Samudra's (2023) research which confirms that compensation does not partially affect employee performance. From the results of the above research, it can be confirmed that this study does not strengthen the theory of Herzberg and Mathis and Jackson Theory as mentioned above, namely the better the compensation at the Tax Court Secretariat, it will not necessarily improve employee performance and this compensation factor does not affect employee performance at the Tax Court Secretariat.

3) The effect of work motivation on employee performance. Based on Maslow's Hierarchy of Needs Theory, it is proposed that the diverse human needs can be grouped into five groups according to the order of importance, as follows: physiological needs, *need for self-security*, need for love and belongingness, *need for self-esteem* and the need for *self-actualization*. Thus, Maslow's theory related to work motivation towards employee performance is in accordance with the need for self-esteem. Maslow asserted that a healthy sense of self-worth is based more on achievement than prestige and status. In line with Maslow's theory, according to Mc Clelland's opinion quoted by Hasibuan (2002) which states that motivation will encourage a person to develop creativity and exert all the abilities and energy he has in order to achieve maximum work performance. This study will confirm the theory of Maslow's Hierarchy of Needs, Hasibuan with the results of the study that the results of testing hypothesis 3 (H3) can be concluded that the variable of work motivation affects employee performance showing in a positive direction with a calculated t value of 3,162 greater than the table t which is 1.96 and P Values of 0.001. The significance value of the test is greater than t in the table which is 1.96 and P Values is smaller than the value of 0.05. Thus, work motivation has a positive and partially significant effect on employee performance. This study strengthens the theory of Maslow's Hierarchy of Needs, Hasibuan and the results of this study are in accordance with the research of Immanuel & Fuad Mas'ud (2017) and Widayati (2021), confirming that work motivation has a positive and significant effect on employee performance. Furthermore, according to Widayati, (2021), motivation has a positive and significant effect on employee performance, meaning that motivation can be used to predict the increase and decrease in employee performance, the higher the motivation, the higher the employee's performance, and vice versa.

4) The effect of job satisfaction on employee performance. According to Equity Theory developed by J. Stacey Adam (1963) states that employees or individuals will feel satisfied with certain aspects of their work. Aspects of the job in question, such as salary/wages, co-workers and supervision. The individual or employee will feel satisfied if the number of aspects that he actually or actually receives is in accordance with what he should receive. This study will confirm J. Stacey Adam's Equity Theori. Based on the results of the fourth hypothesis test (H4), it can be concluded that the variable of job satisfaction affects employee performance showing in a positive direction with a calculated t value of 2,018 greater than the table t of 1.96 and P Values of 0.022. The significance value of the test is greater than t table which is 1.96 and smaller than the value of 0.05. Thus, job satisfaction has a positive and partially significant effect on employee performance. The results of this study are in accordance with the research of Seema, Choudhary, V., & Saini, G. (2021) which confirms job satisfaction affects employee performance.

5) The effect of the work environment on job satisfaction. According to Nitisemito, 2006 states that the work environment is everything around workers that can affect their satisfaction in carrying out their duties. This study will confirm Nitisemito's theory. Based on the results of testing the fifth hypothesis (H5), it can be concluded that the work environment variable affects job satisfaction showing in a positive direction with a calculated T value of 1,667 smaller than the table t of 1.96 and P Values of 0.049. The significance value of the test is smaller than t table which is 1.96 and smaller than the value of 0.05. Thus, the work environment has a positive and not partially significant effect on job satisfaction if calculated using t-statistics. Thus this study does not strengthen or support the theory of Nitisemito as mentioned above, namely the work environment of the Tax Court Secretariat does not affect the job satisfaction of its employees. If the results of this study state that the work environment has a positive and insignificant effect on job satisfaction, then this study is in accordance with the research of Kusumadewi, Paramitha Tri, (2020).

6) The effect of compensation on job satisfaction. According to Hasibuan (2020: 121), the purpose of compensation includes bonding cooperation, job satisfaction, motivation, employee stability, and discipline. With remuneration, employees will be able to meet their physical needs, social status, and egoistics so as to obtain job satisfaction. This study will confirm Hasibuan's theory, with the following research results based on the results of testing the sixth hypothesis (H6) it can be concluded that the compensation variable affects job satisfaction showing in a negative direction with a calculated t value of 0.076 smaller than the table t of 1.96 and P Values of 0.223. The significance value of the test is smaller than t table which is 1.96 and greater than the value of 0.05. Thus, compensation has a negative and not partially significant effect on the job satisfaction of employees of the Tax Court Secretariat, which is different from Hasibuan's theory as mentioned above. The results of this study are in accordance with the research of Seidy, et al., (2018), Harahap, Dewi Suryani and, Hazmanan Khair (2019), Martadiani, A.A. Media and Zahrina (2019), Bunawan, Italia and Turangan, (2019), Jumelano, SK (2021), Aditya (2022) and Daroji (2023) confirm that compensation has a negative and insignificant influence on employee job satisfaction. From the results of the above research, it can be confirmed that this study does not support the Hasibuan theory, namely compensation has a negative effect and does not affect job satisfaction of employees of the Tax Court Secretariat.

7) The effect of work motivation on job satisfaction. This study will confirm Gomes' theory, with the following research results that based on the results of testing the seventh hypothesis (H7) it can be concluded that the variable of work motivation affects job satisfaction showing in a positive direction with a calculated t value of 3,994 greater than the table t of 1.96 and P Values of 0.000. The significance value of the test is greater than t in the table which is 1.96 and P Values is smaller than the value of 0.05. Thus work motivation has a positive and partially significant effect on job satisfaction. The results of this study also support the theory proposed by Gomes, with the results of the relationship between high work motivation and high job satisfaction included in quadrant I, namely positive values for organizations and for employees. Thus this study belongs to Quadrant I of Gomes' Theory. The results of this study also strengthen the theory put forward by Prabu (2005) and have been in accordance with Astuti's research, and Mayasari (2021) confirmed that work motivation has a positive and significant effect on job satisfaction.

8) The influence of the work environment on employee performance by mediating job satisfaction. According to Robbins stated that, one of the factors that drive job satisfaction is supportive working conditions. Meanwhile, according to Sinambela's theory (2018) which says that someone who is happy and satisfied with his duties and responsibilities will continue to improve his performance. Therefore, high job satisfaction can improve performance to the maximum. This study confirms Robbins and Sinambela's theory as mentioned above. Based on the results of testing the eighth hypothesis (H8), it can be concluded that the work environment variable affects employee performance with job satisfaction mediation showing in a positive direction with a calculated t value of 1.412 smaller than the table t of 1.96 and P Values of 0.076. The significance value of the test is smaller than t table which is 1.96 and P Values is smaller than the value 0.05. Thus, the work environment has a positive and not partially significant effect on employee performance by mediating job satisfaction.

9) The effect of compensation on employee performance by mediating job satisfaction

According to Mathis and Jackson, 2009 states that compensation can improve performance. This study will confirm the theories of Mathis and Jackson and Setiawan Guntur, with the following research results based on the results of testing the ninth hypothesis (H9) it can be concluded that the compensation variable affects employee performance by mediating job satisfaction showing in a negative direction with a calculated t value of 0.694 smaller than t table which is 1.96 and P Values of 0.244. The significance value of the test is smaller than t in the table which is 1.96 and P Values is greater than the value of 0.05. Thus, compensation has a negative and not partially significant effect on employee performance through the mediation of job satisfaction.

10) The effect of work motivation on employee performance by mediating job satisfaction. According to Gomes' theory (1995: 179) which explains the relationship between motivation and job satisfaction divided into 4 quadrants as explained in the explanation above. This study will confirm Gomes' theory, by classifying it into appropriate quadrants.

Based on the results of testing the tenth hypothesis (H10), it can be concluded that the variable of work motivation affects employee performance through mediating job satisfaction showing a positive direction with a calculated t value of 1,592 smaller than the table t of 1.96 and P Values of 0.056. The significance value of the test is smaller than t in the table which is 1.96 and P Values is greater than the value of 0.05. Thus, work motivation has a positive and not partially significant effect on employee performance. The results of this study are in line with research conducted by Sembiring (2021) which states indirectly, job satisfaction does not mediate the relationship between motivation variables and employee performance variables. Thus, this study

belongs to quadrant II of Gomes' theory, which suggests that employees are motivated to work well, but do not feel satisfied with their work. Some possible reasons are that employees need work and money. Money and work depend on good performance, on the one hand employees feel that they deserve more salary for the performance given to the company, but do not get it

CONCLUSION

First. The Work Environment has a positive and partially significant effect on Employee Performance in the Tax Court Secretariat. The results of this study show that a conducive work environment (safe and comfortable) in the Tax Court Secretariat can improve employee performance. **Second.** Compensation has a negative and insignificant effect on the performance of employees in the Tax Court Secretariat. The results of this study show that the higher the compensation received will not affect the performance of employees in the Tax Court Secretariat. **Third.** Work Motivation has a positive and partially significant effect on Employee Performance in the Tax Court Secretariat. The results of this study show that high work motivation can improve employee performance at the Tax Court Secretariat. **Four.** Job Satisfaction has a positive and significant effect on Employee Performance in the Tax Court Secretariat. The results of this study show that high Job Satisfaction is able to improve Employee Performance at the Tax Court Secretariat. **Five.** The Work Environment has a positive and partially insignificant effect on employee Job Satisfaction in the Tax Court Secretariat. The results of this study show that a conducive work environment (safe and comfortable) does not necessarily affect employee job satisfaction at the Tax Court Secretariat. **Six.** Compensation has a negative and partially insignificant effect on employee Job Satisfaction in the Tax Court Secretariat. The results of this study show that the higher the compensation received will not affect the Job Satisfaction of employees in the Tax Court Secretariat. This is indicated that the work allowance (*take home pay*) received is not commensurate with other organizational units such as the Directorate General of Taxes and Directorate General of Customs and Excise and APBN funds to pay employee work benefits are not given because the funds are diverted to respond to the impact of the Covid 19 pandemic through the National Economic Recovery policy. **Sevent.** Work Motivation has a positive and partially significant effect on employee Job Satisfaction in the Tax Court Secretariat. The results of this study show that high Work Motivation can increase employee Job Satisfaction in the Tax Court Secretariat. **Eight.** The Work Environment has a positive and partially insignificant effect on Employee Performance through mediation of Employee Job Satisfaction at the Tax Court Secretariat. The results of this study show that Job Satisfaction cannot mediate the effect of the Work Environment on Employee Performance in the Tax Court Secretariat. **Nine.** Compensation has a negative and not partially significant effect on Employee Performance through Employee Job Satisfaction Mediation through Job Placement Mediation at the Tax Court Secretariat. The results of this study show that Job Satisfaction cannot mediate the effect of Compensation on Employee Performance in the Tax Court Secretariat. **Ten.** Work Motivation has a positive and partially insignificant effect on Employee Performance through Work Placement Mediation at the Tax Court Secretariat. The results of this study show that Job Satisfaction cannot mediate the effect of Work Motivation on Employee Performance in the Tax Court Secretariat.

Suggestion. The head of the Tax Court Secretariat, should be able to make improvements in the aspects of: (1) The work environment, namely to improve or improve the condition of the workspace so that the air in the room is cooler; (2) Compensation aspect, so that leaders can provide the same allowances as other units (DGT and DJBC); (3) Aspects of work motivation, so that leaders can increase employee motivation to be ahead of other employees because they have other skills compared to other employees. As for the aspect of job satisfaction, leaders can increase salaries based on work performance and responsibility for work. Suggestions for future researchers can add other variables that have not been studied in this study, namely work stress variables, work family konflik, organizational culture and organizational citizenship behavioral.

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