

## EFFORTS TO IMPROVE EMPLOYEE PERFORMANCE THROUGH COMPENSATION POLICY AND JOB DESIGN EFFECTIVENESS MEDIATED BY JOB SATISFACTION AT MANDIRI UTAMA FINANCE SERANG BRANCH

Henni Ratnasari <sup>1)</sup>, Agus David Rahmansyah <sup>2)</sup>

<sup>1,2)</sup> Universitas Sultan Ageng Tirtayasa, Serang, Indonesia

Corresponding author: Hennong5@gmail.com

### Abstract

*This study aims to determine the relationship between compensation policy variables and the effectiveness of job design in improving employee performance and job satisfaction in mediating compensation policies and the effectiveness of job design in improving employee performance. Building a model of business phenomena and research gaps in improving employee performance at the Serang Branch of Mandiri Utama Finance with a purposive sampling technique. Data analysis using the SEM-PLS method. The results of the study show 1) Steering policies have a positive and significant effect on job satisfaction, 2) Job design effectiveness has a positive and significant effect on job satisfaction, 3) compensation policies have a positive and insignificant effect on employee performance, 4) Job design effectiveness has a positive influence and significant to employee performance, 5) Job satisfaction has a positive and significant impact on employee performance. 6) Job satisfaction mediates the effect of compensation policy significantly on employee performance, 7) Job satisfaction mediates the effect of job design effectiveness significantly on employee performance.*

**Keywords:** Employee Performance, Compensation Policy, Job Design Effectiveness, and Job Satisfaction

### Introduction

In the sustainability of a company, of course, it is oriented towards the vision and mission which are common goals. Employee performance as a whole is able to influence how much they contribute to the company which includes quantity, quality, presence description and cooperative attitude (Pawirosumarto et al., 2017).

Employee performance is the main aspect that companies need to pay attention to in order to increase profitability so that companies are expected to be able to compete (Sutari, et al 2021). Increasing and competitive competition in the banking industry forces banking human resources to be able to improve their performance. Human resources play an important role as the main driving force for achieving company goals, even good facilities and infrastructure will not be optimal if human resources do not fully support them.

The results of employee performance certainly affect the compensation received by employees. Total remuneration received as a substitute for services that have been provided or as a reward for their contribution to the organization in the form of appreciation for the time, energy and thoughts of employees is a form of compensation (Gunawan & Gunawan, 2019). Compensation is also one of the motivations that triggers to improve performance. Is the compensation received based on the results of employee performance in accordance with the work performed by each employee.

Job design is designed to increase employee motivation and job design also refers to the degree to which work gives freedom to employees to decide when and how to carry out certain tasks (Raharjo et al., 2018). A company must have an effective and efficient work system that supports the achievement of company goals. This allows employees to work productively, reduces boredom, and increases job satisfaction. Job design is sometimes used to deal with work stress faced by employees (Fuji Wahyuni & Hamidi, 2020)

Attention to employee job satisfaction is the main thing that companies can do to improve work environment harmonization (Hofmann and Sauer, 2017). Discussion about job satisfaction is not only from the satisfaction felt by employees with the work they do.

Job satisfaction is an emotionally happy state that is produced by an employee about his work and the desired satisfaction values (Lam, et al, 2018). Where an employee who is satisfied will work more productively than an employee who is not satisfied (Robbin and Jugde, 2016). But what can make a job satisfying or not, is not only the typical job, but the expectations of an employee from what his job offers.

This research was conducted at PT Mandiri Utama Finance Serang Branch. Is one of the subsidiaries of Bank Mandiri in the field of automotive financing services with the service products offered are financing for two-wheeled and four-wheeled vehicles. The financing facilities offered are also divided into several categories including Conventional and Sharia financing.

However, in the achievement of company performance, there are differences in the achievement of employee performance achieved by one division in the company PT. Mandiri Utama Finance Serang Branch. With the same level of assessment but there are divisions that cannot achieve optimal employee performance

values. Researchers obtain data from companies in the form of assessment tables, where the explanation is at PT. Mandiri Utama Finance Serang Branch divides its employees into five different divisions, namely: Marketing Division, Credit Division, Operations Division, Collection Division, Human Resources (HR) Division.

The performance achievement in (5) five semester periods at PT. Mandiri Utama Finance Serang Branch has a division whose performance achievement is below the expected target value with a minimum score of 3, namely the Marketing Division with an average score of 2.63. So that the downward trend does not continue and the company will develop and survive in a sustainable manner in the competition in the financing industry, the company needs improvement efforts that are capable of optimizing employee performance to achieve company goals.

On a larger scale, this research builds on previous research which says that compensation has a significant effect on improving employee performance (Asriani, et al., 2020, Candradewi & Dewi, 2019, Sija, 2021, Saman, 2020, Gunawan, et al., 2019). Where an increase in compensation in their work will increase employee performance because employees feel enthusiastic and comfortable in carrying out their work. However, several other previous studies have shown insignificant research results, where an increase in employee compensation does not affect the increase in employee performance (Chong & Law, 2016, Rinny, et al., 2020).

Another variable that can improve performance to achieve company goals is the effectiveness of job design. According to Sulipan (2000), job design is a function of determining the work activities of a person or group of employees organizationally. The aim is to arrange work assignments in order to meet the needs of the organization, so that it is hoped that it will improve the employee's performance.

Previous research has shown that job design effectiveness has a significant relationship to being able to improve employee performance (Sunarsih, et al, 2022; Sulistyawati, 2022; Yani, et al, 2022; Haryono, et al, 2020; Azari, 2010) but in several studies others obtained that the effect of job design effectiveness on performance is not significant (Nur, et al, 2020; Maulana, 2015; Ma'arif, et al, 2013). There are inconsistencies in the results of research on the effect of compensation on employee performance and inconsistencies in the effect of the results of the effectiveness of job design on employee performance.

Based on the business phenomena above, it can be seen that there is a downward trend in employee performance seen from the average employee performance in the last five semester periods. In addition to the above business phenomena, there are also differences in the results of research on the effect of compensation policies on employee performance and the effect of job design effectiveness on employee performance. And from several previous studies it was found that job satisfaction can mediate the relationship between compensation policy and employee performance and mediate the relationship between job design effectiveness and employee performance.

Therefore researchers are interested in examining the relationship between compensation policy variables and the effectiveness of job design in improving employee performance and job satisfaction in mediating compensation policies and the effectiveness of job design in improving employee performance.

## **Literature Review**

### **Employee Performance**

According to Mangkunegara (2017) employee performance is the result of work in quality and quantity achieved by an employee in carrying out tasks according to the responsibilities they carry. Meanwhile, Hasibuan (2016) explains performance as the achievement of work results in carrying out tasks based on skills, seriousness skills and time.

Riniwati (2016) states that performance is the extent to which a person has implemented an organizational strategy, both in achieving specific goals related to individual roles and or by demonstrating competencies that are stated to be in line with the organization. Meanwhile, according to Dessler (2015) performance is the overall implementation of physical and spiritual activities carried out by humans to achieve certain goals or contain a certain purpose, especially those related to their survival.

Employee Performance is a formal system that aims to assess the work of employees so that companies can determine the quality and quantity of employees, Bernardin and Russel (2015); Marwansyah (2016)

### **Compensation Policy**

Edi Suharto (2010) states that policy is a provision that contains principles to direct a planned and consistent way of acting in achieving certain goals. According to Suharto (2011) policy is the principle or way of acting chosen to direct decision making.

The definition of compensation according to Hasibuan (2016) is all income in the form of money, goods, directly or indirectly received by employees as compensation for services provided to the company. Meanwhile, according to Sirait (2017), compensation is something that is received by employees, either in financial or non-financial form as a reward for employee contributions to the organization.

Remuneration provided by the company to employees, both financial and non-financial for the contributions made to the company, Sastrohadiwiryo (2014); Mangkuprawira (2017)

### **Job Design Effectiveness**

According to Rizky (2011), work effectiveness is a measure that states how far the target (quantity, quality and time) has been achieved. According to Kurniawan (2005), work effectiveness is the ability to carry out tasks, functions (operations, program activities or missions) of an organization or the like with no pressure or tension between its implementation.

Handoko (2011: 85) states that job design is a function of determining the work activities of an individual or group of employees organizationally. According to Herjanto (2001) explains that job design is the details of the task and the method of carrying out the task or activity which includes who does the task, how the task is carried out, where the task is carried out and what results are expected. According to Sulipan (2000), job design is a function to determine organizational work activities of a person or group of employees. The goal is to arrange work assignments in order to meet the needs of the organization.

Job design is the details of the task and the method of carrying out the task or activity which includes who does the task, how the task is carried out, where the task is carried out and how the task is carried out. Bramantyo, et al, (2015).

### **Job satisfaction**

According to Handoko (2016), job satisfaction is an emotional state, whether pleasant or unpleasant, that employees have with which employees perceive their work. Meanwhile, according to Martoyo (2015), the term job satisfaction is intended as an employee's emotional state, where there is a meeting point between the employee's remuneration value to the organization and the level of remuneration value that is desired by the employee concerned.

Rismayanti, et al (2018) explain job satisfaction is a feeling of enjoying and being satisfied at work by getting rewards for good work, placement or promotion. Job satisfaction has indicators, including: adequate wages, calm work, fair treatment, appreciation for work, feelings of pleasure and recognition, and channeling feelings. Job satisfaction is a psychological state felt by workers in a work environment due to adequate fulfillment of needs, Pangabea (2014); Mangkunegara (2016)

### **Compensation Policy on Job Satisfaction**

Compensation policy has an influence on job satisfaction. According to research from Olivia & Rozak, 2022; Hidayat, 2021; Sidabutar, et al, 2020; Darma & Supriyanto, 2017; Saman, 2020 supports that there is a significant influence between compensation on job satisfaction. Based on previous research, the hypothesis is formulated as follows:

Hypothesis 1: Compensation Policy has a positive and significant influence on Job Satisfaction.

### **The Effectiveness of Job Design on Job Satisfaction**

The effectiveness of job design has on job satisfaction. According to previous research from Hasibuan & Hendry, 2020; Hayati, et al, 2021; Subrayanti, et al, 2022; Putri & Suhaeni, 2014; Widyaningrum, 2021 job design has an influence on job satisfaction. Based on previous research, the hypothesis is formulated as follows:

Hypothesis 2: Job Design Effectiveness has a positive influence on job satisfaction.

### **Compensation Policy on Employee Performance**

Compensation policies have an influence on employee performance. In previous research conducted by Asriani, et al., 2020; Candradewi & Dewi, 2019; Sija, 2021; Saman, 2020; Gunawan, et al 2019 stated significant results related to compensation on employee performance. Based on previous research, the hypothesis is formulated as follows:

Hypothesis 3: Compensation Policy has a positive and significant influence on Employee Performance.

### **The Effectiveness of Job Design on Employee Performance**

The effectiveness of job design has an influence on employee performance. Previous research from Sunarsih, et al 2022; Sulistyawati, 2022; Yani, et al, 2022; Haryono, et al, 2020; Azari, 2010 shows an illustration that there is an influence from job design on employee performance. Based on previous research, the hypothesis is formulated as follows:

Hypothesis 4: Job Design Effectiveness has a positive and significant impact on employee performance.

### **Job Satisfaction on Employee Performance**

Job satisfaction has an influence on employee performance. Previous research from Soetjipto, 2020; Rinny, et al, 2020; Masrurroh & Prayekti, 2021; Sari, 2016; Hidayat, 2021; Olivia & Rozak, 2022 reveals that there is a significant influence of job satisfaction on employee performance. Based on previous research, the hypothesis is formulated as follows:

Hypothesis 5: Job satisfaction has a positive and significant influence on employee performance

### Job Satisfaction Mediates the Effect of Compensation Policy on Employee Performance

Research from Hidayat, (2021) and Olivia & Rozak, (2022) which shows the results that an increase in a sense of job satisfaction mediates the effect of compensation policies significantly on improving employee performance. What every employee wants is to get proper and appropriate compensation so that it will increase employee satisfaction and get maximum work results. The more appropriate and appropriate the compensation received by employees, the higher the level of satisfaction felt and will have an impact on improving employee performance. Based on previous research, the hypothesis is formulated as follows:  
Hypothesis 6: job satisfaction mediates the influence of compensation policies significantly on employee performance

### Job Satisfaction Mediates the Effect of Job Design Effectiveness on Employee Performance

Research from Hasibuan & Hendry, (2020), Hayati, et al, (2021) and Subrayanti, et al, (2022) which shows that increasing work satisfaction mediates the effect of job design effectiveness in a positive and significant way on improving employee performance. Job Design Effectiveness is a process for designing jobs in such a way as to increase work effectiveness and productivity. Acceptance and a sense of satisfaction with the design of the work undertaken will be pushed back a sense of satisfaction at work so that it will increase work results to the fullest. Based on previous research, the hypothesis is formulated as follows:  
Hypothesis 7: job satisfaction mediates the effect of job design effectiveness significantly on employee performance

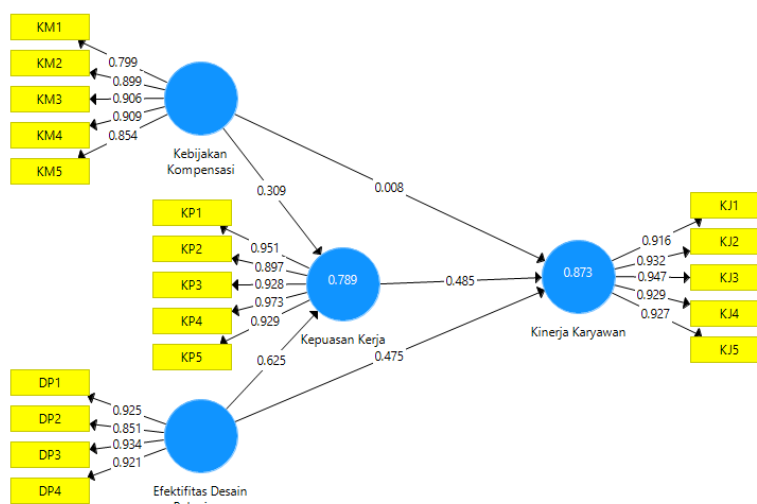
### Methods

This study uses an explanatory survey method approach, in which research is conducted on the data and population studied which is data taken from a sample of the population so that an explanation and relationship between the variables is obtained. The sampling technique used is census or saturated sampling where all members of the population are sampled. The research was conducted on 165 respondents with the analysis tool used was Partial Least Square (PLS) with data analysis techniques that would use the Structural Equation Model (SEM) method. The data collection method used is by distributing questionnaires or questionnaires in the form of a Google form.

**Table 1.** Research Variables and Operational Definitions

No	Variables and Definitions	Indicator
1	<p><b>Compensation Policy</b></p> <p>Remuneration provided by the company to employees, both in the form of financial and non-financial for the contributions that have been given to the company. Resource: Sastrohadiwiryo (2014); Mangkuprawira (2017)</p>	<p>1. Base salary 2. Incentives 3. Health benefits 4. Pension guarantee 5. Leave policy Resource: Retoningsih, et al (2016)</p>
2	<p><b>Job Design Effectiveness</b></p> <p>Job design is the details of the task and the method of carrying out the task or activity which includes who does the task, how the task is carried out, where the task is carried out and how the task is carried out. Resource: Bramantyo, et al, (2015).</p>	<p>1. Autonomy 2. Variation 3. Task Identity 4. Feedback Resource: Luthans (2006)</p>
3	<p><b>Job satisfaction</b></p> <p>The psychological state felt by workers in a work environment due to adequate fulfillment of needs. Resource: Pangabea (2014); Mangkunegara (2016)</p>	<p>1. Love the job 2. Feel proud of his job 3. Work with a happy heart 4. Work wholeheartedly 5. Work with full responsibility Resource: Retnoningsih, et al (2016)</p>
4	<p><b>Employee performance</b></p> <p>A formal system that aims to assess the work of employees so that the company can determine the quality and quantity of employees. Resource: Bernardin dan Russel (2015)</p>	<p>1. Work expectations 2. Quality assessment 3. Open communication 4. Justice 5. Ease of access to results Resource: Dwipayana, et al, (2015);</p>

**Result and Discussion**



**Figure 1. Research Model**

The figure above can show the loading factor value above 0.7 so that it meets convergent validity. Then the Average Variance Extracted (AVE) and Construct Reliability values are obtained as follows:

**Table 2. Construct Reliability and Validity**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Job Design Effectiveness	0,929	0,935	0,950	0,825
Compensation Policy	0,923	0,932	0,942	0,764
Job satisfaction	0,964	0,967	0,972	0,876
Employee Performance	0,961	0,961	0,970	0,865

The research variable can be said to be valid if it has an Average Variance Extracted (AVE) value of > 0.5 (Ghozali, 2017). From the picture above it can be seen that the variables in this study, namely employee performance, person-job fit and job satisfaction all obtained an Average Variance Extracted (AVE) value of more than 0.5 which indicates that all variables in the measurement model have fulfilled the discriminant validity criteria. Good. The table shows the value of composite reliability and Cronbach alpha > 0.7 which shows that all research variables are also considered to have fulfilled the assumption of good construct reliability.

**Structural Model Test Results**

**Table 3. Structural Model Test Results**

<b>Variable</b>	<b>R Square</b>	<b>R Square Adjusted</b>
Employee Performance	0,873	0,871
Job Satisfaction	0,789	0,787

Based on the table above, the R Square of employee performance is 0.873. Employee performance in the structural model is influenced by compensation policies, job design effectiveness and job satisfaction by 87.3%, the remaining 12.7% is influenced by variables outside the study.

The table above also shows the R Square value of job satisfaction of 0.789. Job satisfaction in the structural model is influenced by compensation policies and job design effectiveness by 78.9% while 21.1% is influenced by variables outside the study.

## Hypothesis Testing Results

**Table 4.** Hypothesis Testing Results

	<b>Hypothesis</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
H1	Compensation Policy -> Job Satisfaction	0,309	0,313	0,131	2,368	0,018
H2	Job Design Effectiveness -> Job Satisfaction	0,625	0,617	0,114	5,485	0,000
H3	Compensation Policy -> Employee Performance	0,008	0,007	0,060	0,129	0,897
H4	Job Design Effectiveness -> Employee Performance	0,475	0,470	0,078	6,078	0,000
H5	Job Satisfaction -> Employee Performance	0,485	0,488	0,069	7,062	0,000

### Hypothesis 1: Effect of Compensation Policy on Job Satisfaction

Compensation Policy has a positive effect on Job Satisfaction, this is indicated by the parameter coefficient of 0.309. From the results of data processing (path coefficients), the t-statistic value of 2.368 is greater than the t table at an alpha of 5% of 1.96 and an alpha of 10% of 1.74 with a p-value of 0.018, which is less than 0.05 or 0.1. Thus the hypothesis can be accepted: Compensation Policy has a positive and significant effect on Job Satisfaction.

### Hypothesis 2: Effect of Job Design Effectiveness on Job Satisfaction

Job Design Effectiveness has a positive effect on Job Satisfaction, this is indicated by the parameter coefficient of 0.625. From the results of data processing (path coefficients), the t-statistic value of 5.485 is greater than the t table at an alpha of 5% of 1.96 and an alpha of 10% of 1.74 with a p-value of 0.000, which is less than 0.05 or 0.1, thus the hypothesis can be accepted: Job Design Effectiveness has a positive and significant effect on Job Satisfaction.

### Hypothesis 3: Effect of Compensation Policy on Employee Performance

Compensation Policy has a positive effect on Employee Performance, this is indicated by the parameter coefficient of 0.008. From the results of data processing (path coefficients), the t-statistic value is 0.129 which is smaller than the t table at an alpha of 5% of 1.96 and an alpha of 10% of 1.74 with a p-value of 0.897 greater than 0.05 or 0.1. Thus the hypothesis cannot be accepted: Compensation Policy has a positive, but not significant, effect on Employee Performance.

### Hypothesis 4: Effect of Job Design Effectiveness on Employee Performance

Job Design Effectiveness has a positive effect on Employee Performance, this is indicated by the parameter coefficient of 0.475. From the results of data processing (path coefficients), the t-statistic value of 6.078 is greater than the t table at an alpha of 5% of 1.96 and an alpha of 10% of 1.74 with a p-value of 0.000, which is less than 0.05 or 0.1. Thus the hypothesis can be accepted: Job Design Effectiveness has a positive and significant effect on Employee Performance.

### Hypothesis 5: The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a positive effect on employee performance, this is indicated by the parameter coefficient of 0.485. From the results of data processing (path coefficients), the t-statistic value of 7.062 is greater than the t table at an alpha of 5% of 1.96 and an alpha of 10% of 1.74 with a p-value of 0.000, which is less than 0.05 or 0.1. Thus the hypothesis can be accepted: Job satisfaction has a positive and significant effect on employee performance.

Mediation Test Results This study uses an intervening variable, namely job satisfaction which is thought to have a mediating effect on the relationship between compensation policy and the effectiveness of job design on employee performance. Therefore, it is necessary to know the value of the coefficient of indirect effect from Job Design Effectiveness -> Job Satisfaction -> Employee Performance and Compensation Policy -> Job Satisfaction -> Employee Performance as follows

**Table 5. Mediation Test Results**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H6 Compensation Policy -> Job Satisfaction -> Employee Performance	0,150	0,151	0,065	2,321	0,021
H7 Job Design Effectiveness -> Job Satisfaction -> Employee Performance	0,303	0,303	0,076	3,976	0,000

#### **Hypothesis 6: Job Satisfaction Mediates the Effect of Compensation Policy on Employee Performance**

The effect of compensation policy on employee performance through job satisfaction is shown by the original sample value of 0.150 having a positive sign. With the value of t statistic (2.321) > t table (1.960) and p value (0.021) < sig (0.05), it shows that there is an indirect effect of compensation policy on employee performance through job satisfaction as an intervening variable.

#### **Hypothesis 7: Job satisfaction mediates the effect of job design effectiveness significantly on employee performance**

The influence of the effectiveness of job design on employee performance through job satisfaction is shown by the original sample value of 0.303 having a positive sign. With the value of t statistic (3.976) > t table (1.960) and p value (0.000) < sig (0.05), it shows that there is an indirect effect of job design effectiveness on employee performance through job satisfaction as an intervening variable.

### **Discussion**

#### **Effect of Compensation Policy on Job Satisfaction**

Based on the results of Hypothesis 1 (H1) test, the original sample value was 0.309, the T-statistic was 2.368 greater than the T table at alpha 5% (1.96) and 10% (1.74) with a p value of 0.018 less than 0.05 or 0.1. It can be concluded that Compensation Policy has a positive and significant effect on Job Satisfaction. Specifically for the case of PT Mandiri Utama Finance Serang Branch, it can be concluded that, the better the Compensation Policy by PT Mandiri Utama Finance Serang Branch, it will increase Job Satisfaction. The results of this study are in accordance with research conducted by Olivia & Rozak, 2022; Hidayat, 2021; Sidabutar, et al, 2020; Darma & Supriyanto, 2017; Saman, 2020 which states that the Compensation Policy has a positive and significant effect on Job Satisfaction.

#### **The Influence of Job Design Effectiveness on Job Satisfaction**

Based on the results of the Hypothesis 2 (H2) test, the original sample value was 0.625, the T-statistic was 5.485 which was greater than the T table at alpha 5% (1.96) and 10% (1.74) with a p value of 0.000 less than 0.05 or 0.1. It can be concluded that the effectiveness of job design has a positive and significant effect on job satisfaction. Specifically for the case of PT Mandiri Utama Finance Serang Branch, it can be concluded that, the higher the Effectiveness of Job Design by PT Mandiri Utama Finance Serang Branch, it will increase Job Satisfaction. The results of this study are in accordance with research conducted by Hasibuan & Hendry, 2020; Hayati, et al, 2021; Subrayanti, et al, 2022; Putri & Suhaeni, 2014; Widyaningrum, 2021 which states that the effectiveness of job design has a positive and significant effect on job satisfaction.

#### **Effect of Compensation Policy on Employee Performance**

Based on the results of the Hypothesis 3 (H3) test, the original sample value was 0.008, the T-statistic was 0.129 which was smaller than the T table at alpha 5% (1.96) and 10% (1.74) with a P value of 0.897 greater than 0.05 or 0.1. It can be concluded that the Compensation Policy has a positive but not significant effect on Employee Performance. In the particular case of employees of PT Mandiri Utama Finance Serang Branch, it can be concluded that the better the Compensation Policy felt by the employees of PT Mandiri Utama Finance Serang Branch, the higher the Employee Performance even though it is not significant or the effect is low.

The results of this study contradict the results of previous research conducted by Asriani, et al., 2020; Candradewi & Dewi, 2019; Sija, 2021; Saman, 2020; Gunawan, et al 2019 which gives the result that the Compensation Policy has a positive and significant effect on Employee Performance. However, this research is in accordance with research conducted by Chong & Law, 2016 and Rinny, et al., 2020 which states that Compensation Policy has no effect on Employee Performance.

#### **The Influence of Job Design Effectiveness on Employee Performance**

Based on the results of the Hypothesis 4 (H4) test, the original sample value was 0.475, the T-statistic was 6.078 greater than the T table at alpha 5% (1.96) and 10% (1.74) with a p value of 0.000 less than 0.05 or 0.1. It can be concluded that the effectiveness of job design has a positive and significant effect on employee performance. Specifically for the case of PT Mandiri Utama Finance Serang Branch, it can be concluded that,

the better the Effectiveness of the Work Design carried out by PT Mandiri Utama Finance Serang Branch, it will increase Employee Performance. The results of this study are in accordance with research conducted by Sunarsih, et al 2022; Sulistyawati, 2022; Yani, et al, 2022; Haryono, et al, 2020; Azari, 2010 which states that the effectiveness of job design has a significant effect on employee performance.

#### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of the Hypothesis 5 (H5) test, the original sample value was 0.485, the T-statistic was 7.062 which was greater than the T table at alpha 5% (1.96) and 10% (1.74) with a p value of 0.000 less than 0.05 or 0.1. It can be concluded that job satisfaction has a positive and significant effect on employee performance. Specifically for the case of PT Mandiri Utama Finance Serang Branch, it can be concluded that the higher the Job Satisfaction of the employees of PT Mandiri Utama Finance Serang Branch, the higher the Employee Performance. The results of this study are in accordance with research conducted by Soetjipto, 2020; Rinny, et al, 2020; Masruroh & Prayekti, 2021; Sari, 2016; Hidayat, 2021; Olivia & Rozak, 2022 which states that Job Satisfaction has a positive and significant effect on Employee Performance.

#### **Job Satisfaction Mediates the Effect of Compensation Policy on Employee Performance**

The results of hypothesis testing 6 show that employee job satisfaction will provide a positive and significant mediation in the relationship of compensation policy to the performance of Mandiri Utama Finance Serang Branch employees. The magnitude of The effect of moderation is shown by the original sample of 0.150, which means that a high sense of job satisfaction will increase the effect of compensation policies on the performance of Mandiri Utama Finance Serang Branch employees. The results of this study are in line with research from Hidayat, (2021) and Olivia & Rozak, (2022) which show results that an increase in a sense of job satisfaction mediates the effect of compensation policies significantly on improving employee performance.

Every employee wants compensation that is appropriate and appropriate to their field of work, the suitability of this compensation value will increase employee satisfaction so that they get maximum work results. The more aspects of compensation that are in accordance with the wishes of individual employees, the higher the level of satisfaction felt so that it will improve the performance of Mandiri Utama Finance Serang Branch employees.

#### **Job Satisfaction Mediates the Effect of Job Design Effectiveness on Employee Performance**

The results of hypothesis 7 test show that employee job satisfaction will provide a positive and significant mediation on the relationship between the effectiveness of job design and the performance of Mandiri Utama Finance Serang Branch employees. The magnitude of the moderating effect is shown by the original sample of 0.303, which means that a high sense of job satisfaction will increase the influence of the effectiveness of job design on the performance of Mandiri Utama Finance Serang Branch employees. This is supported by previous research from Hasibuan & Hendry, (2020), Hayati, et al, (2021) and Subrayanti, et al, (2022) which showed that increasing work satisfaction mediates the effect of job design effectiveness in a positive and significant way on improving employee performance.

Job design effectiveness is the details and ways of designing jobs to assist employees in increasing work effectiveness and productivity. Acceptance of employees and a pleasant attitude as well as a sense of satisfaction with the design of the work being carried out will encourage the maximum increase in work results.

#### **Conclusion**

From the results of the research and discussion as well as the statistical tests described above, the following research conclusions can be drawn:

1. There is a positive and significant influence between the Compensation Policy on Job Satisfaction, meaning that the better the Compensation Policy is given, the higher the Job Satisfaction felt by employees.
2. There is a positive and significant influence between the Effectiveness of Job Design on Job Satisfaction, meaning that the better the Effectiveness of Job Design, the higher the Job Satisfaction felt by employees.
3. There is a positive but not significant influence between the Compensation Policy on Employee Performance, meaning that the better the Compensation Policy is given, it will increase Employee Performance but not significantly.
4. There is a positive and significant influence between the Effectiveness of Job Design on Employee Performance, meaning that the better the Effectiveness of Job Design, the better Employee Performance will be.
5. There is a positive and significant influence between Job Satisfaction on Employee Performance, meaning that the better the Job Satisfaction the employees feel, the better the Employee Performance will be.
6. Job satisfaction mediates the influence of compensation policies significantly on employee performance. The existence of a high sense of job satisfaction will increase the influence of compensation policies on the performance of Mandiri Utama Finacen Serang Branch employees.



7. Job satisfaction mediates the influence of job design effectiveness significantly on employee performance. The existence of a high sense of job satisfaction will increase the influence of the effectiveness of job design on the performance of Mandiri Utama Finance Serang Branch employees.  
After testing the hypothesis, then it is necessary to develop managerial suggestions and policies which are expected to be able to provide a theoretical contribution to management practices in companies. Some of the implications that can be derived from the results of this study are as follows:
  1. The results of the descriptive analysis show that the Basic Salary indicator obtains the lowest index value on the Compensation Policy variable. This can be due to support from the base salary value which adjusts the UMR (regional minimum wage) even though overall employee income gets a value that is more than the UMR value because there are incentives. Employees want a higher base salary value than the UMR and the company can balance this by lowering the value of employee incentives.
  2. The results of the descriptive analysis show that the Variation indicator obtains the lowest index value on the Job Design Effectiveness variable. Companies can increase the variety of jobs by being more dynamic and flexible in assigning tasks so as to maintain employee morale and motivation.
  3. The results of the descriptive analysis show that the indicator of feeling proud of their work obtains the lowest index value on the Job Satisfaction variable. Companies can increase employees' sense of pride in their work and the company where employees work by changing the mindset that this company is a subsidiary of one of the largest state-owned enterprises in Indonesia, namely Bank Mandiri, which means that employees work and contribute to the development of the nation.
  4. The results of the descriptive analysis show that the Quality Assessment indicator obtains the lowest index value on the Employee Performance variable. Companies can improve assessments in a more objective manner in accordance with agreed principles with indicators of the performance of tasks that have been carried out and provide awards to employees who excel.

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