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The Effect of Work Motivation, Compensation, and Job Satisfaction on Employee Performance at the Environmental Agency of Dairi Regency

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Abstract. This study aims to analyze the effect of work motivation, compensation, and job satisfaction on employee performance at the Dinas Lingkungan Hidup Kabupaten Dairi, both partially and simultaneously. This research employed a quantitative approach using a survey method. The data were collected through questionnaires distributed to 30 employees of the Dinas Lingkungan Hidup Kabupaten Dairi as respondents. The data were analyzed using multiple linear regression, partial test (t-test), simultaneous test (F-test), and the coefficient of determination. The results showed that work motivation had a positive and significant effect on employee performance, with a t-value of 2.571 and a significance level of 0.039 < 0.05. Compensation did not have a significant effect on employee performance, with a t-value of -2.514 and a significance level of 0.071 > 0.05. Furthermore, job satisfaction had a positive and significant effect on employee performance, with a t-value of 2.332 and a significance level of 0.046 < 0.05. Simultaneously, work motivation, compensation, and job satisfaction had an effect on employee performance, as indicated by an F-value of 3.263, which was greater than the F-table value of 2.98. The Adjusted R Square value of 0.341 indicates that the three independent variables explain 34.1% of the variation in employee performance, while the remaining 65.9% is influenced by other factors outside the study. These findings indicate the importance of improving work motivation and job satisfaction to support employee performance.

Keywords: Employee Performance; Employees; Job Satisfaction; Motivation; Remuneration.

1. INTRODUCTION

In the era of globalization, rapid changes in the workplace have intensified competition among organizations in both the private and public sectors. Consequently, organizations are increasingly required to be adaptive, innovative, and efficient in responding to these developments. In this context, human resources (HR) play a key role in addressing these challenges. Human resources are not merely regarded as organizational assets, but also as the primary driving force that determines the success or failure of an institution.

In reality, technological advancement, increasing competition, and the growing complexity of job demands require organizations to have human resources who are not only technically competent but also possess high levels of work enthusiasm, loyalty, and optimal performance. Therefore, various organizations have begun to focus on the strategic development and management of human resources. Attention is directed not only toward recruitment and training but also toward deeper aspects, such as work motivation, reward systems, and the creation of sustainable job satisfaction (Khusnan & Rijanti, 2025).

Recent phenomena indicate that many organizations face challenges in improving employee productivity. Although they may have well-established operational standards and organizational structures, employee performance does not always fully reflect organizational objectives. This may be caused by the interaction of various factors, both related to the work

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environment and individual employees. In the context of employment in Indonesia, issues concerning discrepancies between employees' expectations and their actual working conditions remain common. For example, many employees feel less motivated because of inadequate reward systems, compensation disparities, or insufficient attention from supervisors. If such situations are not addressed promptly, they may reduce the quality of employee performance and even lead to workplace conflicts that negatively affect the organization as a whole (Sari et al., 2025).

Employee performance is an essential element that determines the level of productivity and efficiency of an organization. Performance refers to the outcomes of employees' work functions when they successfully carry out the tasks and responsibilities entrusted to them. Optimal performance not only reflects the achievement of individual targets but also directly contributes to the achievement of organizational goals. Therefore, it is important for every organization to identify the various factors that may influence employee performance in order to create a conducive work environment and encourage sustainable productivity. Several factors are believed to influence employee performance, including work motivation, compensation, and job satisfaction. These three factors have been widely discussed in human resource management studies and have been shown to have a close relationship with individual performance within organizations (Firman, 2024).

Work motivation is a major driving force that determines whether an individual will perform optimally. Without motivation, even when an individual possesses adequate skills and knowledge, they may not demonstrate their best performance. Robbins and Judge (2024) state that motivation is a psychological force that encourages employees to act in pursuit of certain goals. Motivated employees tend to demonstrate greater discipline, responsibility, and enthusiasm in carrying out their work.

Compensation, on the other hand, refers to the rewards provided by an organization to employees in return for the work they have completed. Fair and competitive compensation is believed to increase employee satisfaction and loyalty toward the organization. Appropriate and adequate compensation can foster work enthusiasm, prevent employee turnover, and strengthen employees' commitment to carrying out their duties (Suprianto, 2023).

Job satisfaction refers to the positive feelings experienced by employees toward their work. Job satisfaction reflects the extent to which an individual's expectations correspond to the reality they experience in the workplace. Employees are likely to be more emotionally stable when they are satisfied with their work, maintain positive relationships with their colleagues, and remain focused on completing their tasks. Employees with high levels of

motivation tend to be more productive and maintain consistent enthusiasm in completing their responsibilities. Rinaldi and Safitri (2020) stated that a fair compensation system can improve employee performance by creating a sense of appreciation and motivating employees to work harder. Meanwhile, Wijayanti (2022), in her study, stated that job satisfaction can strengthen employee loyalty and commitment, which ultimately has a positive impact on their performance.

These three variables have complex reciprocal relationships while mutually supporting one another. High motivation often arises from a sense of satisfaction with one's work, while job satisfaction can increase when the compensation system implemented by an organization is perceived as fair and transparent. Therefore, in efforts to improve employee performance, organizations are required to develop strategies that integrate these three aspects (Pratiwi & Heryanda, 2026).

In public-sector organizations, employee performance plays an important role in supporting administrative efficiency and the delivery of public services. Employees are responsible for carrying out organizational duties, managing administrative activities, and supporting the implementation of institutional programs. Therefore, maintaining employee performance is essential to ensuring that public organizations can achieve their objectives effectively.

However, in reality, challenges in managing employee performance within educational institutions are still frequently encountered. Some employees demonstrate a lack of enthusiasm in performing their duties, high levels of tardiness, and limited initiative in completing assigned tasks.

Based on the discussion above, this study examines the relationships between work motivation, compensation, job satisfaction, and employee performance at the Environmental Agency of Dairi Regency. By focusing on a public-sector institution, the study is expected to provide contextual empirical evidence regarding the relationship between these three factors and employee performance. Therefore, the author conducts further research entitled “The Influence of Work Motivation, Compensation, and Job Satisfaction on Employee Performance at the Environmental Agency of Dairi Regency

2. METHOD

Research design refers to the planning of research activities, duration, and objectives, as well as guidelines for data selection and a framework for explaining the relationships among variables. In general, research design is a method used by researchers to systematically and

logically integrate the various elements of a study in order to address and examine its primary focus. This study employs a descriptive quantitative research methodology.

The type of research used in this study is a descriptive observational research methodology with a quantitative approach. This research aims to describe phenomena and systematically present observed conditions by emphasizing factual findings rather than drawing causal conclusions. Observational research refers to research in which the researcher does not manipulate or interfere with the research subjects. In this study, the researcher only observes the subjects and collects data based on the conditions that naturally occur in the research setting (Munthe et al., 2023).

Research Method

This study used a quantitative survey method, with primary data collected through questionnaires administered to 30 employees of the Environmental Agency of Dairi Regency. Literature from scientific books and relevant research publications was used to support the theoretical framework and interpretation of the findings.

Research Design

In this study, the researcher uses research data obtained from the relevant institution, namely the Environmental Agency of Dairi Regency, during a specific period, along with other supporting documents.

Research Location

The research location is the place where the researcher can obtain an overview of the research object based on observations conducted and acquire data and other information related to the research topic. The research location plays a very important role in supporting the successful completion of a research study. This study is an empirical study conducted at the regional government work unit of the Environmental Agency of Dairi Regency.

Research Period

This research was conducted over approximately five months, from January 2026 to May 2026, covering the stages of preparation, title submission, data collection, data analysis, and completion of the research. The research was conducted at the Environmental Agency of Dairi Regency, located at Jl. Merdeka No. 4A, Sidikalang, Sidikalang District, Dairi Regency, North Sumatra, postal code 22219.

The initial stage of the research began with a preliminary study consisting of a literature review and preliminary field research. During the same period, the researcher prepared the research thesis, followed by the thesis supervision process and the implementation of the research thesis seminar.

The subsequent stage involved the implementation of the research, including data collection at the research location. After the data were collected, the researcher proceeded with data processing and analysis, which were conducted concurrently with the preparation of the research findings report. The supervision of the research findings report was then carried out, followed by the research results seminar and revision of the seminar results.

The final stage of the research was the comprehensive examination, which served as the conclusion of the entire research process. All stages were systematically arranged to ensure that the research was conducted in accordance with the predetermined plan and objectives.

Table 1. Operationalization of Research Variables.

No.	Variable	Operational Definition	Indicators	Scale
1	Work Motivation (X1)	Work motivation refers to the encouragement provided by leaders to employees so that they can achieve their goals in accordance with their respective functions and responsibilities.	1. Relationships with colleagues and supervisors 2. Work environment 3. Opportunities to improve knowledge and skills 4. Provision of work allowances	Likert
2	Compensation (X2)	Compensation refers to all forms of cash, goods, or indirect benefits received by employees as a reward for their contributions to the organization.	1. Wages and salaries 2. Incentives 3. Allowances 4. Facilities	Likert
3	Job Satisfaction (X3)	Job satisfaction refers to an emotional state in which employees feel satisfied with and enjoy their work. This state of mind is influenced by work achievement, discipline, and work enthusiasm.	1. Fair compensation 2. Appropriate placement according to expertise 3. Work atmosphere and environment 4. Equipment supporting job implementation 5. Leadership attitude and leadership style	Likert

Normality Test

The normality test aims to determine whether the residuals in a regression model are normally distributed. In this study, normality is assessed using the Normal Probability Plot (P-P Plot). A regression model is considered to meet the normality assumption when the residual points are distributed around and follow the diagonal line of the P-P Plot.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation among the independent variables in the regression model. A good regression model should not have a high correlation among its independent variables. Multicollinearity is assessed using the tolerance

value and the Variance Inflation Factor (VIF). A tolerance value of less than 0.10 or a VIF value greater than 10 indicates the presence of multicollinearity (Ghozali, 2021).

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance of the residuals across observations in a regression model. If the variance of the residuals remains constant across observations, it is referred to as homoscedasticity, whereas if the variance changes across observations, it is referred to as heteroscedasticity. A good regression model is one that satisfies the assumption of homoscedasticity, meaning that it does not exhibit heteroscedasticity (Ghozali, 2021).

Data Analysis

Data analysis refers to the process of examining, categorizing, organizing, interpreting, and validating data in order to obtain meaningful information and draw appropriate conclusions (Dewi, 2024).

Multiple Linear Regression Analysis

Regression analysis is used to determine the influence of independent variables on a dependent variable. In this study, multiple linear regression analysis is used to determine the extent to which the independent variables, namely work motivation, compensation, and job satisfaction, influence the dependent variable, namely employee performance (Y). The multiple linear regression equation used in this study is as follows:

$$\mathbf{Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e}$$

Where:

Y = Dependent variable (employee performance)

b_0 = Constant

b_1, b_2, b_3 = Regression coefficients

X_1 = Work motivation

X_2 = Compensation

X_3 = Job satisfaction

e = Error term

Simultaneous Test (F-Test)

The F-test is used to determine whether the independent variables simultaneously have a significant effect on the dependent variable. Statistical calculations are performed using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are based on the significance probability value as follows:

a. If the significance probability is > 0.05, H_0 is accepted and H_a is rejected.

b. If the significance probability is < 0.05, H_0 is rejected and H_a is accepted.

Partial Test (t-Test)

The t-test is used to determine whether each independent variable individually has a significant effect on the dependent variable. In this study, the t-test is used to determine whether work motivation, compensation, and job satisfaction have significant partial effects on employee performance. The statistical test is conducted using SPSS with a significance level of $\alpha = 0.05$. The decision-making criteria are as follows:

a) If Sig. < 0.05, H_0 is rejected and H_a is accepted.

b) If Sig. > 0.05, H_0 is accepted and H_a is rejected.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) aims to measure the ability of the regression model to explain the variation in the dependent variable (Ghozali, 2020). The coefficient of determination ranges from zero to one. A value of R^2 closer to one indicates that the independent variables provide a greater proportion of the information needed to explain the variation in the dependent variable. Conversely, a value of R^2 closer to zero indicates that the ability of the independent variables to explain the variation in the dependent variable is relatively limited.

3. RESULTS AND DISCUSSION

Validity Test Results

The researcher distributed questionnaires to employees at the Environmental Agency of Dairi Regency to collect the required data. Prior to distributing the questionnaires to the respondents, the researcher conducted validity and reliability tests on the questionnaire items. A total of 30 individual statements were prepared and categorized into four variables: employee performance, job satisfaction, work motivation, and compensation.

Table 2. Validity Test Results of the Independent Variables.

Variable	Indicator No.	R_{count}	R_{table}	Description
Motivation	1	0.772	0.361	Valid
	2	0.772		Valid
	3	0.639		Valid
	4	0.720		Valid
	5	0.799		Valid
Compensation	1	0.584	0.361	Valid
	2	0.652		Valid
	3	0.652		Valid
	4	0.584		Valid
	5	0.584		Valid
	6	0.652		Valid
	7	0.584		Valid

	8	0.652		Valid
Job Satisfaction	1	0.910	0.361	Valid
	2	0.955		Valid
	3	0.843		Valid
	4	0.767		Valid
	5	0.915		Valid
	6	0.955		Valid
	7	0.955		Valid

Note:
Rcount = Calculated correlation coefficient
Rtable = Table correlation coefficient
An indicator is considered valid when Rcount > Rtable.

Source: Processed Data (2026).

Based on the results presented in the table above, all items measuring the independent variables have validity coefficients greater than the r-table value of 0.361. Therefore, it can be concluded that all indicators used to measure the independent variables are valid.

Table 3. Validity Test Results of the Dependent Variable.

Variable	Indicator No.	R_{count}	R_{table}	Description
Performance Appraisal	1	0.960	0.361	Valid
	2	0.553		Valid
	3	0.869		Valid
	4	0.960		Valid
	5	0.612		Valid
	6	0.869		Valid
	7	0.960		Valid
	8	0.734		Valid
	9	0.880		Valid
	10	0.734		Valid

Note:
Rcount = Calculated correlation coefficient
Rtable = Table correlation coefficient
An indicator is considered valid when Rcount > Rtable.

Based on the results presented in the table above, all items measuring the dependent variable have validity coefficients greater than the r-table value of 0.361. Therefore, it can be concluded that all indicators used to measure the dependent variable are valid.

Reliability Test Results

The reliability test aims to determine the consistency and reliability of the measurement instrument. A research instrument is considered reliable when its Cronbach's Alpha value is greater than 0.60.

Table 4. Reliability Test Results.

No.	Variable	*Cronbach's Alpha*	Description
1	Motivation	0.782	Reliable
2	Compensation	0.740	Reliable
3	Job Satisfaction	0.807	Reliable
4	Employee Performance	0.781	Reliable

Source: Processed Data (2026).

Based on the results presented in the table above, each variable has a Cronbach's Alpha value greater than 0.60. Therefore, all questionnaire items can be considered reliable and suitable for use as research instruments.

Normality Test

The normality test is the first statistical analysis that should be conducted when analyzing data. To determine whether the data are normally distributed, a normality test was performed on the independent variables. The normality test was conducted using a P-P Plot to determine whether the residuals were normally distributed by observing the distribution of the points along the diagonal line of the graph.

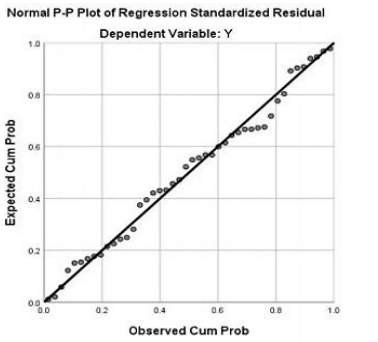


Figure 1. Normality Test Results.

Source: Processed Data (2026).

Based on the figure above, the data points are distributed around the diagonal line and follow the direction of the diagonal line. Therefore, it can be concluded that the data in this study follow a normal distribution, indicating that the normality assumption has been fulfilled. Based on these results, the data can be used for further analysis.

Multicollinearity Test

The multicollinearity test is conducted to determine whether there is a relationship among the independent variables. The results of the multicollinearity test are presented in the following table:

Table 5. Multicollinearity Test Results.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Motivasi	,437	2,289
	Kompensasi	,676	1,478
	Kepuasan Kerja	,577	1,733

Source: Processed Data (2026).

Based on the table above, each independent variable in this study has a VIF value < 10 and a Tolerance value > 0.10. Therefore, it can be concluded that there is no multicollinearity among the independent variables in this study.

Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether the variance of the residuals remains constant across all observations. The results of the scatterplot analysis are presented below:

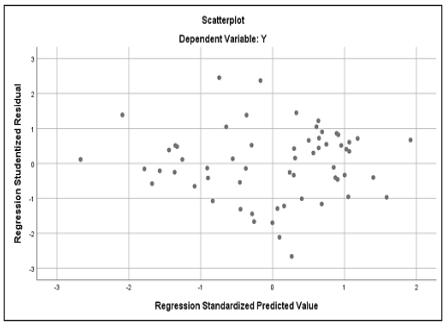


Figure 2. Heteroscedasticity Test Results.

Source: Processed Data (2026).

Based on the graph above, the points are randomly distributed both above and below zero on the Y-axis. Therefore, it can be concluded that heteroscedasticity does not occur in the regression model.

Data Analysis

Data analysis refers to the process of examining, categorizing, organizing, interpreting, and validating data in order to obtain meaningful scientific information and draw appropriate conclusions.

Multiple Linear Regression Analysis

The relationship between the independent and dependent variables was examined using multiple linear regression analysis. The purpose of the regression analysis in this study is to determine the extent to which the independent variables, namely Motivation, Compensation, and Job Satisfaction, affect the dependent variable, namely Employee Performance (Y). The multiple linear regression equation used in this study is presented below.

Table 5. Multiple Linear Regression Test Results.

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	43.716	20.229	
	Motivasi	.334	.584	.173
	Kompensasi	-.152	.296	-.150
	Kepuasan Kerja	.133	.401	.100

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data (2026).

Based on the data processing results presented in the table above, the regression equation obtained is:

$$\mathbf{Y = 43.716 + 0.334X_1 - 0.152X_2 + 0.133X_3 + e}$$

The regression equation indicates positive coefficients for Work Motivation (X_1) and Job Satisfaction (X_3), while Compensation (X_2) has a negative coefficient. These coefficients describe the direction of the relationships between the independent variables and Employee Performance at the Environmental Agency of Dairi Regency.

Coefficient of Determination Test (R^2)

The coefficient of determination (R^2) is used to measure the ability of the regression model to explain variations in the dependent variable. The coefficient of determination ranges from zero to one.

Table 7. Coefficient of Determination Test Results.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,602[a]	,362	,341	4.03987

a. Predictors: (Constant), Motivasi, Kompensasi, Kepuasan Kerja

b. Dependent Variable : Kinerja

Source: Processed Data (2026).

Based on the table above, the regression model developed in this study has an *Adjusted* R-*Square* value of 0.341. This indicates that 34.1% of the variation in Employee Performance can be explained by the independent variables, namely Motivation, Compensation, and Job Satisfaction. The remaining 65.9% is explained by other factors that are not included in the regression model.

Partial Test (t-Test)

The partial test (t-test) was conducted to determine whether each independent variable has a significant effect on the dependent variable individually. In this study, the t-test was used to determine whether Motivation, Compensation, and Job Satisfaction have a partial effect on Employee Performance.

The decision-making criterion is that H_0 is rejected if t-count > t-table or if the significance level is < 0.05. The analysis was performed using SPSS, as presented in the following table:

Table 8. t-Test Results.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	43.716	20.229		2.161	.905
	Motivasi	.334	.584	.173	2.571	.039
	Kompensasi	-.152	.296	-.150	-2.514	.071

Kepuasan Kerja	.133	.401	.100	2.332	.046

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data (2026).

Based on the table above, the t-table value was determined using a significance level of 0.05 with degrees of freedom:

$$\mathbf{df = n - k - 1 = 30 - 3 - 1 = 26}$$

Thus, the t-table value is 2.055. For Motivation (X_1), the calculated t-value is 2.571, which is greater than the t-table value of 2.055. Therefore, H_0 is rejected, indicating that Motivation has a positive effect on Employee Performance. For Compensation (X_2), the calculated t-value is −2.514, with a reported significance value of 0.071. Since the significance value exceeds 0.05, the relationship between Compensation and Employee Performance is negative but not statistically significant at the 5% significance level. For Job Satisfaction (X_3), the calculated t-value is 2.332, which is greater than the t-table value of 2.055. Therefore, H_0 is rejected, indicating that Job Satisfaction has a positive effect on Employee Performance at the Environmental Agency of Dairi Regency.

Simultaneous Test (F-Test)

The F-test is used to evaluate the significance of the simultaneous relationship between the independent variables and the dependent variable. The decision-making criterion is based on a significance level of **α = 0.05**, with the calculation performed using SPSS.

Table 9. F-Test Results.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.868	3	16.321	3.263	.033[b]
	Residual	179.532	26	4.289		
	Total	192.400	29			

Source: Processed Data (2026)

Based on the table above, the calculated F-value is 3.263, which is greater than the F-table value of 2.98. Therefore, H_a is accepted, indicating that Motivation, Compensation, and Job Satisfaction simultaneously have a significant effect on Employee Performance at the Environmental Agency of Dairi Regency.

The Effect of Motivation on Employee Performance

The t-test of employee work motivation on employee performance produced the following results: t-count = 2.571 > t-table = 2.055, with a significance value of **0.039**. Therefore, H_0 is rejected and H_1 is accepted because the t-count is greater than the t-table value and the significance value is less than α = 0.05. This indicates that work motivation has a significant effect on employee performance, and therefore H_1 is accepted as the research hypothesis.

The findings of this study indicate that the performance of employees at the Environmental Agency of Dairi Regency is influenced by work motivation. The results of the multiple linear regression analysis show that work motivation has a positive effect on employee performance, with a regression coefficient of 0.334. This indicates that employees at the Environmental Agency of Dairi Regency have a relatively good level of motivation. Employee motivation in carrying out their duties is not solely related to financial rewards. Employees also consider a sense of togetherness and family within the workplace to be important factors that encourage them to perform their duties effectively.

The employees of the Environmental Agency of Dairi Regency have established good relationships with one another, and the Head of the Agency also maintains good relationships with employees. This creates a supportive working environment that encourages employees to be more enthusiastic in carrying out their duties. Motivated employees are essentially encouraged to perform to the best of their abilities because they believe that their interests and goals can be achieved when their efforts successfully accomplish organizational objectives and targets.

Based on the findings of this study, employees tend to demonstrate better performance when they are motivated in carrying out their work. These findings are also consistent with the study conducted by Sufyati and Hudromi (2021**)**, which concluded that motivation has a significant and positive effect on job satisfaction and employee performance.

The Effect of Compensation on Employee Performance

The results of the t-test regarding the effect of compensation on employee performance show a t-count of −2.514 and a significance value of 0.071. Since the significance value of 0.071 is greater than $\alpha = 0.05$, H_0 is accepted and H_2 is rejected. Therefore, H_2, which proposes a significant relationship between compensation and employee performance, is not supported by the reported significance value of 0.071.

The findings indicate that compensation has a negative but statistically insignificant effect on employee performance at the Environmental Agency of Dairi Regency. The multiple linear regression analysis produced a regression coefficient of −0.152, indicating a negative relationship between compensation and employee performance. This can be interpreted as indicating that employees at the Environmental Agency of Dairi Regency do not necessarily consider salary increases or financial compensation alone to be sufficient motivation to improve their work performance.

These findings are consistent with the study entitled "The Effect of Compensation and Motivation on Job Satisfaction in the Development of Bimba AIUEO Anak Indonesia in Tanjung Duren" conducted by Siksa Yunantu (2023), which found that compensation did not have a significant effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

The t-test results for the effect of job satisfaction on employee performance show that **t-**count = 2.332 > t-table = 2.055, with a significance value of 0.046. Therefore, H_0 is rejected and H_3 is accepted because the t-count is greater than the t-table value and the significance value is less than $\alpha = 0.05$. Thus, the hypothesis stating that job satisfaction has a significant effect on employee performance is accepted.

The findings indicate that job satisfaction is positively associated with employee performance at the Environmental Agency of Dairi Regency. The multiple linear regression analysis produced a positive regression coefficient of 0.133 for job satisfaction. This effect is smaller than the effect of work motivation, which has a coefficient of 0.334.

The employees of the Environmental Agency of Dairi Regency are generally satisfied with their jobs. They are satisfied with their salaries because they are paid on time and are considered appropriate in relation to their work efforts. Employees are also satisfied with the available facilities as well as the positive interactions and communication they have with their colleagues. This means that a low level of job satisfaction may result in lower employee performance, whereas a high level of job satisfaction tends to result in improved employee performance. This finding is consistent with the study conducted by Kurniawan, Alam, and Albar (2020) entitled "The Effect of Compensation on Employee Performance through Job Satisfaction as an Intervening Variable at the Makassar City Transportation Agency in 2019–2020," which found that job satisfaction has a significant and positive effect on employee performance.

The Effect of Work Motivation, Compensation, and Job Satisfaction on Employee Performance

Based on the results of the F-test, the calculated F-value is 3.263, which is greater than the F-table value of 2.98. Therefore, H_a is accepted. This indicates that work motivation, compensation, and job satisfaction simultaneously have a significant effect on employee performance at the Environmental Agency of Dairi Regency.

According to Harahap and Tirtayasa (2020), several factors influence employee performance, including individual factors such as talent, skills, and work ethic; organizational support factors such as workplace comfort and infrastructure; and management support factors such as motivation that contributes to the development of employee competencies.

Based on the results of the hypothesis testing, employee performance at the Environmental Agency of Dairi Regency is simultaneously influenced by work motivation, compensation, and job satisfaction. These variables collectively contribute to employee performance, indicating that improving employee performance requires attention not only to individual motivation but also to compensation and job satisfaction.

4. CONCLUSION

Work motivation has a positive and significant effect on employee performance. The results of the partial test (t-test) show that the calculated t-value is 2.571, which is greater than the t-table value of 2.055, with a significance value of $0.039 < 0.05$. This indicates that the higher the level of work motivation among employees, the higher their resulting performance. Compensation does not have a significant effect on employee performance. The results of the partial test show a calculated t-value of -2.514, with a significance value of $0.071 > 0.05$. This finding indicates that the compensation received by employees has not become a major factor influencing the improvement of employee performance at the Environmental Agency of Dairi Regency.

Job satisfaction has a positive and significant effect on employee performance. The results of the partial test show that the calculated t-value is 2.332, which is greater than the t-table value of 2.055, with a significance value of $0.046 < 0.05$. This means that the higher the level of employee job satisfaction, the better the resulting employee performance.

Work motivation, compensation, and job satisfaction were jointly associated with employee performance in the regression model. The reported F-value of 3.263 exceeded the F-table value of 2.98, indicating statistical significance based on the reported results. However, the model's Adjusted R Square value of 0.341 indicates that the three variables explain 34.1% of the variation in employee performance, while the remaining variation is not explained by the model. Given the observational design and the sample of 30 employees from a single institution, these findings should be interpreted within the context of the study.

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