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Determinants of Employee Performance in Supervised Schools in Ulubongka District, Tojo Una-Una Regency

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ABSTRACT

This study aims to analyze the influence of compensation, work motivation, work environment, and job satisfaction on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. The study employed a quantitative research method, with data collected through questionnaires, interviews, observations, and documentation. Data analysis was conducted using multiple linear regression analysis. The results indicate that compensation, work motivation, work environment, and job satisfaction have a positive and significant effect on employee performance. Work motivation was identified as the most dominant variable in improving employee performance. Simultaneously, all independent variables exerted a significant influence on employee performance. Therefore, improving employee performance can be achieved through better compensation, enhanced work motivation, the creation of a conducive work environment, and increased employee job satisfaction.

Compensation, Work Motivation, Work Environment, Job Satisfaction, Employee Performance.

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INTRODUCTION

Employee performance is one of the key factors in determining the success of an organization, including educational institutions. Good performance supports the achievement of organizational goals effectively and efficiently. According to Robbins and Judge (2017), performance refers to the work outcomes achieved by individuals in accordance with the duties and responsibilities assigned by the organization. Therefore, organizations need to pay attention to various factors that may influence the improvement of employee performance.

In the education sector, employee performance plays an important role because it is directly related to the quality of educational services. Employees with high performance are able to provide optimal services, thereby enabling educational objectives to be achieved effectively. However, in practice, several

issues related to employee performance are still commonly found, such as low work motivation, inadequate job satisfaction, and an uncondusive work environment.

One of the factors presumed to influence employee performance is compensation. According to Hasibuan (2019), compensation refers to all forms of income received by employees, either in the form of money or goods, as remuneration for work performed. Fair and adequate compensation can increase employee motivation and work enthusiasm, which in turn improves performance. Previous studies revealed that compensation has a positive and significant effect on employee performance (Simatupang & Moeljono, 2023).

In addition to compensation, work motivation is also an important factor influencing employee performance. Robbins and Judge (2017) define motivation as the process that explains the intensity, direction, and persistence of individuals in achieving goals. Employees with high work motivation tend to work more discipline, responsibly, and strive to achieve optimal work outcomes. Previous research proved that work motivation has a positive and significant effect on employee performance (Indajang et al., 2024). These findings are consistent with the study conducted by Taki et al. (2023), which stated that competence, motivation, work environment, and job satisfaction influence employee performance improvement. These findings indicate that work motivation is one of the important factors encouraging employees to achieve optimal work outcomes.

Another factor affecting employee performance is the work environment. Sedarmayanti (2017) explained that the work environment includes all tools, materials, work methods, and surrounding environmental conditions that may influence work implementation. A comfortable and conducive work environment can improve employee productivity, whereas an unfavorable work environment may reduce work enthusiasm. Previous studies showed that the work environment positively affects employee performance (Ridwan et al., 2024). Similarly, Paramata et al. (2024) found that a conducive work environment can improve employee performance through work discipline as an intervening variable. Therefore, a good work environment helps employees work more effectively and productively.

Furthermore, job satisfaction also has a close relationship with employee performance. According to Handoko (2018), job satisfaction is a pleasant or unpleasant emotional state through which employees perceive their work. Employees who are satisfied with their jobs tend to demonstrate greater loyalty, responsibility, and work enthusiasm. Previous studies showed that job satisfaction positively affects employee performance (Olivia & Rozak, 2022).

Taki et al. (2023) also explained that job satisfaction significantly contributes to employee performance improvement. This indicates that the higher the level of employee job satisfaction, the better the resulting performance.

Several previous studies have examined factors influencing employee performance, such as competence, work motivation, work environment, compensation, and job satisfaction. Daud et al. (2024) found that competence, work environment, and work motivation positively affect employee performance. In addition, Umar et al. (2025) proved that work facilities and work ability significantly influence employee performance. These findings indicate that employee performance improvement is influenced by various internal and external organizational factors.

Problems related to employee performance were also identified in supervised schools in Ulubongka District, Tojo Una-Una Regency. Based on the researcher's preliminary observations, several issues were found, including lack of employee discipline, delays in administrative task completion, low participation in professional development activities, and the suboptimal achievement of work targets. In addition, complaints were reported regarding inadequate compensation and work environment conditions that were less supportive of job implementation.

Research on the influence of compensation, work motivation, work environment, and job satisfaction on employee performance is important because previous studies have produced inconsistent findings, and research in the education sector, particularly in Ulubongka District, Tojo Una-Una Regency, remains limited. Therefore, this study aims to analyze the influence of compensation, work motivation, work environment, and job satisfaction on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency.

RESEARCH METHODE

This study employed both quantitative and qualitative data. The population consisted of all employees (teachers and educational staff) working in supervised schools in Ulubongka District, Tojo Una-Una Regency, totaling 180 individuals. The sampling technique used was Proportionate Stratified Random Sampling, while the sample size was determined using the Slovin formula, resulting in 65 respondents.

Data analysis in this study utilized multiple linear regression analysis to determine the influence of compensation, work motivation, work environment, and job satisfaction on employee performance in supervised schools in

Ulubongka District, Tojo Una-Una Regency. The multiple linear regression model is presented as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Employee Performance

α = Constant

$\beta_1 - \beta_4$ = Regression coefficients

X_1 = Compensation

X_2 = Work Motivation

X_3 = Work Environment

X_4 = Job Satisfaction

e = Error term

RESULT AND DISCUSSION

Multiple Linear Regression Analysis

Table 1.
 Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.210	1.245	-	4.187	.000
Compensation (X1)	0.215	0.085	0.221	2.529	.013
Work Motivation (X2)	0.310	0.090	0.335	3.444	.001
Work Environment (X3)	0.185	0.078	0.198	2.372	.020
Job Satisfaction (X4)	0.275	0.082	0.289	3.354	.001

Source: Processed Data, 2026

Based on Table 1 above, the regression equation obtained is as follows:

$$Y = 5,210 + 0,215X_1 + 0,310X_2 + 0,185X_3 + 0,275X_4$$

The equation indicates that the variables of compensation, work motivation, work environment, and job satisfaction have a positive direction of influence on employee performance. The constant value of 5.210 indicates that when the variables of compensation, work motivation, work environment, and job satisfaction are assumed to be constant or equal to zero, employee performance would still have a value of 5.210.

The regression coefficient for compensation is 0.215, indicating that every increase in compensation will improve employee performance by 0.215 units, assuming the other variables remain constant. The work motivation coefficient of 0.310 is the largest among all variables, suggesting that work motivation is

the most dominant variable influencing employee performance. Furthermore, the work environment variable has a coefficient of 0.185, indicating that a better work environment will improve employee performance. Meanwhile, job satisfaction has a coefficient of 0.275, which implies that higher job satisfaction will be followed by improved employee performance.

Partial Test (t-Test)

The t-test was conducted to determine the effect of each independent variable on the dependent variable partially.

Table 2.
t-Test Results
Coefficients

Model	Independent Variables	B	Std. Error	t-value	Sig.
1	(Constant)	5.210	1.245	4.187	.000
	Compensation (X1)	0.215	0.102	2.145	.036
	Work Motivation (X2)	0.310	0.099	3.120	.003
	Work Environment (X3)	0.185	0.093	2.021	.047
	Job Satisfaction (X4)	0.275	0.088	3.125	.002

Source: Processed Data, 2026

The results of the partial test (t-test) indicate that all independent variables significantly affect employee performance. The compensation variable obtained a significance value of 0.036, which is smaller than 0.05, indicating that compensation has a positive and significant effect on employee performance. This finding suggests that the better the compensation received by employees, the higher their performance.

The work motivation variable obtained a significance value of 0.003 with a t-value of 3.120. This value is the highest among all variables, indicating that work motivation is the most dominant variable influencing employee performance. Thus, higher work motivation among employees will lead to improved employee performance.

Furthermore, the work environment variable obtained a significance value of 0.047, which is lower than 0.05. This result indicates that the work environment has a positive and significant effect on employee performance. A comfortable, safe, and conducive work environment can improve employees' enthusiasm in carrying out their duties and responsibilities.

The job satisfaction variable obtained a significance value of 0.002, indicating that job satisfaction also has a positive and significant effect on employee performance. This finding suggests that employees who are satisfied

with their jobs tend to have greater enthusiasm and responsibility in performing their work.

Simultaneous Test (F-Test)

The F-test was conducted to determine the simultaneous effect of all independent variables on the dependent variable. A regression model is considered significant if the significance value (Sig.) is less than 0.05 (Sig. < 0.05).

Table 3.
F-Test Results
(ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	285.742	4	71.436	15.873	.000
Residual	337.258	75	4.497		
Total	623.000	79			

Source: Processed Data, 2026

Based on the simultaneous test (F-test), the significance value obtained was 0.000, which is smaller than 0.05. This result indicates that compensation, work motivation, work environment, and job satisfaction simultaneously have a significant effect on employee performance. Therefore, the regression model in this study is considered appropriate for explaining the relationship between the independent variables and the dependent variable.

Coefficient of Determination (R²)

Table 4.
Coefficient of Determination Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.746	0.556	0.532	2.121

Source: Processed Data, 2026

The coefficient of determination test results show an R Square (R²) value of 0.556. This value indicates that 55.6% of the variation in employee performance can be explained by the variables of compensation, work motivation, work environment, and job satisfaction. The remaining 44.4% is influenced by other variables outside the scope of this study, such as leadership, organizational culture, work discipline, communication, and other factors not examined in this research.

Based on the overall findings, it can be concluded that compensation, work motivation, work environment, and job satisfaction have positive and significant effects on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency, both partially and simultaneously.

In addition, work motivation is the most dominant variable influencing employee performance.

Discussion

The Effect of Compensation on Employee Performance

The results of this study indicate that compensation has a positive and significant effect on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. This finding suggests that the better the compensation received by employees, the higher their performance in carrying out their duties and responsibilities. This finding is consistent with Hasibuan (2019), who stated that compensation refers to all forms of income, whether in the form of money or goods, provided to employees as remuneration for their contributions to the organization. Fair and appropriate compensation encourages employees to work more optimally and increases their loyalty to the organization.

Theoretically, these findings also support the Social Exchange Theory proposed by Blau (1964), which explains that the relationship between organizations and employees is reciprocal in nature. When organizations provide appropriate rewards and compensation to employees, employees reciprocate through improved performance, loyalty, and work commitment. In the context of supervised schools in Ulubongka District, adequate compensation, both financial and non-financial, was found to increase employee morale despite the limitations in school facilities and infrastructure.

Based on empirical conditions in the field, some employees still face welfare limitations, particularly related to financial compensation for honorary employees. Several employees reported that the incentives and rewards they received were not fully proportional to their workload. Nevertheless, support from schools through non-financial rewards such as moral support, work appreciation, and positive interpersonal relationships was still able to improve employee morale. This condition demonstrates that compensation is not only viewed from a material perspective but also from a psychological perspective that can influence employee work behavior.

These findings are in line with the study conducted by Simatupang and Moeljono (2023), which stated that compensation has a positive and significant effect on employee performance. Similarly, Kurniawan and Hidayat (2022) found that a fair and transparent compensation system can improve employee motivation and productivity in the education sector. Furthermore, Rahman, Yusuf, and Karim (2023) revealed that compensation is one of the important factors in improving employee work quality in regional educational institutions.

Therefore, this study strengthens the view that compensation is a strategic instrument in human resource management that can improve employee performance through enhanced motivation, loyalty, and employees' sense of fairness toward the organization.

The Effect of Work Motivation on Employee Performance

The results indicate that work motivation has a positive and significant effect on employee performance. Moreover, work motivation is the most dominant variable influencing employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. This finding suggests that the higher the employees' work motivation, the better their performance.

This finding is consistent with Maslow's Hierarchy of Needs Theory (1954), which explains that individuals possess hierarchical needs ranging from physiological and safety needs to social, esteem, and self-actualization needs. Employees whose needs are fulfilled tend to have stronger motivation to work optimally. In addition, this study also supports Herzberg's Two-Factor Theory (1959), which states that work motivation is influenced by motivator factors such as recognition, achievement, responsibility, and opportunities for growth. When these factors are fulfilled, employees tend to experience greater job satisfaction and work enthusiasm.

Based on field findings, employees with high motivation tend to be more active, disciplined, responsible, and initiative-driven in completing their work. They also demonstrate greater participation in professional development activities such as training and workshops. Conversely, employees with low motivation tend to work routinely without innovation and lack enthusiasm to improve work quality.

This condition indicates that work motivation is the primary driving force encouraging employees to work optimally. In the context of supervised schools in Ulubongka District, support from school principals through guidance, rewards, and attention contributed significantly to increasing employee motivation. Harmonious relationships between leaders and employees created a positive work atmosphere that supported higher productivity.

These findings are in line with the research conducted by Pratama and Dewi (2022), which stated that work motivation significantly affects employee performance and is the most dominant variable compared to others. Similarly, Indajang et al. (2024) proved that work motivation positively affects employee performance improvement. Furthermore, Nurhayati and Arifin (2021) found that employees with high motivation are more capable of achieving organizational work targets effectively.

Therefore, work motivation can be viewed as an internal factor that greatly determines organizational success in improving employee performance. Consequently, organizations need to pay attention to efforts aimed at increasing motivation through rewards, self-development opportunities, and inspirational and supportive leadership.

The Effect of Work Environment on Employee Performance

The findings indicate that the work environment has a positive and significant effect on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. This suggests that the better the work environment perceived by employees, the higher their performance in carrying out their work.

This finding is consistent with Sedarmayanti (2017), who stated that the work environment includes all tools, materials, work methods, and surrounding environmental conditions that may influence employees in performing their duties. A comfortable and conducive work environment creates a sense of security and enhances employee morale. Moreover, Nitisemito (2015) explained that a good work environment can improve employee efficiency and productivity.

Theoretically, these findings also support ergonomic theory, which explains that a good work environment reduces employees' physical and mental fatigue, thereby improving productivity. The work environment includes not only physical aspects such as facilities, lighting, and room temperature, but also non-physical aspects such as interpersonal relationships, communication, and organizational culture.

Empirically, work environments in supervised schools in Ulubongka District still vary. Some schools already possess adequate work facilities, while others still face infrastructure limitations. Nevertheless, social relationships among employees were generally positive. Harmonious cooperation, positive communication, and a culture of mutual assistance created a comfortable work atmosphere that supported employee performance improvement.

These findings are consistent with Sari and Wulandari (2021), who found that the work environment significantly affects employee performance. Ridwan et al. (2024) also revealed that a conducive work environment can improve employee productivity and work effectiveness. Furthermore, Hidayat and Saputra (2022) found that a good work environment enhances employee work engagement within organizations.

Therefore, the work environment plays an important role in supporting employee performance improvement, both through adequate work facilities

and through harmonious working relationships and positive organizational culture.

The Effect of Job Satisfaction on Employee Performance

The results indicate that job satisfaction has a positive and significant effect on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. This finding suggests that the higher the level of employee job satisfaction, the better the resulting performance.

This finding supports Robbins and Judge (2017), who stated that job satisfaction refers to employees' positive attitudes toward their work arising from evaluations of their work situations. Employees who are satisfied with their jobs tend to demonstrate greater loyalty, discipline, and responsibility toward the organization. Furthermore, Adams's Equity Theory (1965) explains that job satisfaction is influenced by employees' perceptions of fairness regarding the rewards they receive compared to their contributions.

Field findings indicate that employees' levels of job satisfaction still vary, particularly concerning compensation, career development opportunities, and supervision systems. Employees who felt satisfied tended to demonstrate more positive work attitudes, higher organizational commitment, and greater discipline in performing their duties. Conversely, dissatisfied employees tended to show lower morale and less optimal work performance.

In addition, job satisfaction was influenced by positive interpersonal relationships among employees and leaders. Employees who felt valued and supported by the organization tended to develop stronger emotional attachment to their work. This condition demonstrates that job satisfaction is an important psychological factor in improving employee performance.

These findings are in line with Olivia and Rozak (2022), who found that job satisfaction positively affects employee performance. Wulandari and Saputra (2022) also found that job satisfaction strengthens the relationship between compensation and employee performance. Furthermore, Lestari and Nugroho (2021) reported that employees with high job satisfaction tend to demonstrate better productivity and work loyalty.

Therefore, improving job satisfaction should become an organizational priority through improvements in compensation systems, supervision, career development opportunities, and harmonious working relationships in order to optimize employee performance.

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

The findings reveal that compensation, work motivation, work environment, and job satisfaction simultaneously have a positive and

significant effect on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. This finding suggests that employee performance is influenced by a combination of interrelated internal and external factors.

This study supports the performance model proposed by Armstrong (2014), which states that performance is influenced by individual factors, organizational factors, and work environment factors. In this study, compensation and work environment represent external organizational factors, while work motivation and job satisfaction represent internal factors originating from employees themselves. The combination of these four factors is capable of improving employee work quality, quantity, and effectiveness.

The findings also indicate that work motivation is the most dominant variable affecting employee performance. This suggests that even if organizations provide good compensation and a comfortable work environment, performance improvement will not be optimal without strong employee motivation. Conversely, high work motivation becomes more effective when supported by a good compensation system, a conducive work environment, and high job satisfaction.

These findings are consistent with Rahman et al. (2023), who found that compensation, work motivation, work environment, and job satisfaction simultaneously have significant effects on employee performance. Hidayat et al. (2021) also found that the combination of internal and external variables significantly explains variations in employee performance. Furthermore, Siregar and Harahap (2022) stated that a comprehensive human resource management approach is essential for sustainably improving employee performance.

Therefore, improving employee performance in supervised schools in Ulubongka District cannot be conducted partially but must involve an integrated approach that considers all factors affecting employee performance simultaneously. Organizations need to improve compensation systems, create conducive work environments, increase job satisfaction, and strengthen employee work motivation in order to achieve organizational goals optimally.

CONCLUSION

Based on the findings of this study, it can be concluded that compensation, work motivation, work environment, and job satisfaction have positive and significant effects on employee performance in supervised schools in Ulubongka District, Tojo Una-Una Regency. This indicates that better compensation, higher work motivation, a more conducive work environment, and greater job satisfaction lead to improved employee performance. In

addition, work motivation was identified as the most dominant variable influencing employee performance. Simultaneously, all independent variables significantly influenced employee performance, contributing 55.6%, while the remaining 44.4% was influenced by other factors outside the scope of this study. Therefore, efforts to improve employee performance should focus on enhancing compensation systems, strengthening work motivation, creating a conducive work environment, and increasing employee job satisfaction.

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