
REMUNERATION AND WORK ENVIRONMENT ANALYSIS ON JOB SATISFACTION AND PERFORMANCE OF SOLDIERS KRI BUNG TOMO-357

Nicodemus Pradipta Putra¹, Shine Pintor Siolemba², Achmad Fauzi³

Universitas Terbuka, Indonesia^{1,2}

Universitas Bhayangkara Jakarta Raya, Indonesia³

nicodemus.pradipta@gmail.com¹, shinepintor@ecampus.ut.ac.id²,
achmad_fauzioke@yahoo.com³

ABSTRACT

In creating a conducive work environment, there is a complete division of labor down to the lowest soldier or officer so that everyone consciously knows what their duties are and who is responsible for the results of their work. On the Warship of the Republic of Indonesia Tomo – 357, there was a problem with the behavior of the soldiers who were often late for gatherings. There are still soldiers who do not leave work on time. The quality of the work produced is not optimal so it does not achieve the expected goals. This study aims to determine the effect of soldier remuneration and the work environment that creates job satisfaction on soldier performance on KRI Tomo-357. This study uses a type of quantitative research. All KRI Bung Tomo-357 soldiers with the rank of Officers, Non-commissioned Officers and Privates totaled 85 people. The data analysis method in this study uses Partial Least Square (PLS) with the help of Smart PLS 3.0 Software. Based on the results of the study, it shows that remuneration influences job satisfaction. Work environment contributes to job satisfaction. Remuneration contributes to job performance. The work environment contributes to the soldier's performance. Job satisfaction contributes to soldier performance. The Influence of the Work Environment on Soldier Performance through Soldier Satisfaction, the indirect effect is smaller than the direct effect of the Work Environment on Soldier Performance, meaning that the Work Environment on Soldier Performance has a greater direct influence.

Keywords: remuneration, work environment, job satisfaction, soldier's work performance.

Corresponding Author: Nicodemus Pradipta Putra

E-mail: nicodemus.pradipta@gmail.com



INTRODUCTION

The Indonesian National Armed Forces has the main task of upholding state sovereignty, defending the territorial integrity of the Unitary State of the Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia, and protecting the entire nation and the entire homeland of Indonesia from threats and disturbances to the integrity of the nation and state. Personnel is the dominant factor in a work unit, both on a large and small scale (Sulistyo, 2020). Personnel in large-scale work units are seen as very important and decisive elements. The unit's performance will be even better if supported by the resources of the TNI Law Number 34 of 2004 article 7 concerning the main tasks of the Indonesian National Armed Forces. Qualified human beings who work in it.

Humans have the most strategic aspects and dynamics in their activities. These human resources can realize the goals of the organization. An organization can run well if the supervisor of the organization can carry out its functions and duties properly. One of them is the implementation of functions and duties on the Indonesian Warship Bung Tomo-357 is influenced by the performance

of the soldiers who crew it, where the performance of the soldiers is influenced by various variables, including Remuneration, work environment, and discipline that results in job satisfaction of soldiers. These variables do not stand alone, with in other words, one variable is related to other variables and correlates with each other. However, theoretically, many variables affect the performance of soldiers. In this study, the researchers only limited to three variables that were considered important and influential in the work environment of the Indonesian Warship Bung Tomo-357, namely Remuneration, work environment, and discipline that result in job satisfaction of soldiers so that it affects the performance of soldiers of the Indonesian Warship Bung Tomo-357.

Job satisfaction is a general attitude that is more coloured by feelings towards the work situation and environment and reflects a soldier's satisfaction with conditions related to work implementation (Sugianto, 2020). Meanwhile, (Handoko, 2016) argues that job satisfaction is related to age. He mentioned that older soldiers tend to be more satisfied with their jobs, have lower expectations, and better adjust to working situations because they are more experienced, which is the reason behind their job satisfaction. One form of attention of an agency to the soldiers to increase job satisfaction is to implement a strategy of providing compensation in the form of Remuneration. This is done to spur the performance of the soldiers. Remuneration is a soldier reward based on grading or position and the resulting performance. The provision of Remuneration is very important for soldiers to stimulate someone to do work beyond what is desired by the organization.

In military and government agencies, especially the TNI, rewards given fairly and equitably based on one's work duties and responsibilities are referred to as Remuneration (Simanjuntak & Caisara, 2018). Remuneration started from the Ministry of Finance in 2007 until now. According to the Minister of State Apparatus Utilization and Bureaucratic Reform (Menpan), Remuneration is given to encourage Human Resources to grow into productive and quality human beings (Sedamayanti, 2020). Remuneration is also intended to reduce the practice of Corruption, Collusion and Nepotism (KKN). The provision of Remuneration is then expected to create positive competition among soldiers, increasing the spirit to build and develop themselves. In addition to Remuneration, the strategy adopted by the agency is to improve performance by creating a good work environment. One way that is grown in creating a conducive work environment is a complete division of labour down to the lowest soldiers or officers so that everyone knows consciously what their duties are, how to do them, when work starts and finishes, what the required work results are, and who is responsible for the results of the work.

On the warship of the Republic of Indonesia Bung Tomo-357, there were problems with the behaviour of soldiers who were often late in participating in apple activities. There were still soldiers who came home from work, not on time. The quality of the work produced was not optimal, so it did not achieve the expected goals, the lack of spirit of soldiers in carrying out training at the base, the lack of ability of soldiers to communicate with the community and the lack of willingness of soldiers to increase their knowledge and skills. This condition is indicated by the data obtained by the researchers on the Indonesian Warship Bung Tomo-357 regarding indicators of the less-than-optimal performance of soldiers. A decrease in job satisfaction of soldiers is allegedly due to Remuneration and the work environment, which will hurt performance.

Absence from work with various personal interests, such as leaving assignments without information, shows a decrease in the work discipline of soldiers and is an indicator that causes less than optimal performance of soldiers of the Indonesian Warship Bung Tomo-357. Discipline is a form of willingness and awareness of individuals to carry out every regulation and applicable norm. This discipline attitude encourages soldiers to carry out their duties as well as possible to increase their performance levels. This assumption is in line with research conducted by (Sofyan et al., 2016), (Hestisani et al., 2014), (Tumilaar, 2015), (Liyas & Primadi, 2017), (Thaief et al., 2016) and (Jeffrey & Soleman, 2017) who found that work discipline had a positive and significant effect on performance.

In addition, based on brief observations, through the researcher's initial interview with one of the staff members of the Indonesian Warship Bung Tomo-357, it was found that several soldiers committed violations in the unit. This violation was caused by the pressure on soldiers towards work and the monotonous working environment. Some soldiers feel that their leaders take advantage of their positions to rule their members harshly, and they feel disappointed because the awards they receive are not following the workload given to soldiers.

The response experienced by the soldier above shows dissatisfaction with his job. (Robbins et al., 2015) suggested several forms of dissatisfaction responses experienced by a soldier. In this case, the dissatisfaction response appears in the form of real acts of violations committed by soldiers, such as criminal acts, absence without permission, desertion or leaving the unit, traffic violations and traffic accidents. Several factors can affect a person's job satisfaction, such as intrinsic factors of work, salary, and supervision/supervision. (Rohayati, 2014) suggests several important factors that can affect job satisfaction, namely job challenges, fair rewards, supportive working conditions and supportive coworkers. In military and government agencies, especially the TNI, rewards given fairly and equitably based on one's work duties and responsibilities are referred to as Remuneration. Remuneration started from the Ministry of Finance in 2007 until now. According to the Minister of State Apparatus Utilization and Bureaucratic Reform, Remuneration is given to encourage Human Resources to grow into productive and quality human beings. Remuneration is also intended to reduce the practice of Corruption, Collusion and Nepotism. The provision of Remuneration is then expected to create positive competition between soldiers and increase the spirit to build and develop themselves (<http://jdih.den.go.id/15/remunerasi>). Remuneration is then associated with bureaucratic reform, and this is caused by the emergence of problems -a major problem that hinders Indonesia's development. These problems include unprofessional bureaucracy, not yet providing excellent service to investors; many found corruption and misuse of state finances in various agencies, inadequate infrastructure, and the state budget that has not been able to meet infrastructure shortages.

Remuneration is considered a counter-achievement to the workforce's use of labor or services (Umar, 2014). According to the retired General of Indonesian National Armed Forces Moeldoko, the Remuneration for soldiers has only reached 37%, so the addition of 20% remuneration is quite good and not burdensome, as well as the increase in Remuneration for TNI soldiers. This is due to differences in assessing the purpose of the Remuneration (Suharto & Setiaji, 2012). Remuneration is one of the bureaucratic reform programs. This Remuneration is beneficial for agencies and soldiers because Remuneration is the most successful way to improve performance (Fitria et al., 2014).

Based on the background of the problem above, there is a gap, namely the research gap, which is the difference in the results of previous studies that have been carried out. The results of different studies also show a research gap regarding improving performance through Remuneration, work environment, discipline, and satisfaction as intervening variables. Several previous studies conducted by research conducted by (Sidanti, 2015) entitled the influence of the work environment, work discipline and work remuneration on performance. The results showed that work discipline influenced the performance of soldiers. The results (Wardono, 2017) show that the Work Discipline variable partially has a relatively strong influence on the Performance of Kodim 0907/Tarakan Soldiers, and the Remuneration variable has a relatively strong influence on the Performance of Kodim 0907/Tarakan Soldiers. Meanwhile, according to (Setiawan, 2015) entitled The Effect of Work Discipline on Soldier Performance. Based on the background above, this study aims to determine the effect of soldier remuneration and work environment on job satisfaction on the performance of soldiers at KRI Tomo-357.

METHOD

This research uses a quantitative type of research. The population in this study was all KRI Tomo-357 soldiers with the rank of Officer, Bintara and Tamtama, totalling 85 people. The method used in this sampling is saturated sampling or census. In this study, because the population was small (limited), it was impossible to use a sample, so the researcher took the same number of samples as the population or called a census, which was 85 people. The Commander of KRI Tomo-357 carried out the performance appraisal process. The data analysis method in this study used Partial Least Square (PLS) with the help of Smart PLS 3.0 Software. Partial Least Square (PLS) is a method for building predictable models when there are too many factors.

RESULTS AND DISCUSSION

1. Validity Test (Outer Model)

Measurement of indicator validity can also be seen from the Cross Loading table. Suppose the loading factor value of each indicator in each variable is greater than the loading factor of each indicator on other variables. In that case, the loading factor is valid, but if the value is smaller than the indicator from other variables, it is said to be invalid.

Tabel 1. Outer Loading

	Remuneration	Price Perception	Consumer Attitude	Buying Interest	Type (A)	SE	P Value
X1.1	0.769	0.300	-0.127	0.029	Reflect	0.096	<0.001
X1.2	0.804	-0.032	-0.279	0.046	Reflect	0.095	<0.001
X1.3	0.549	-0.036	0.276	0.035	Reflect	0.103	<0.001
X1.4	0.778	-0.238	0.219	-0.101	Reflect	0.095	<0.001
X2.1	0.187	0.663	-0.210	0.251	Reflect	0.099	<0.001
X2.2	-0.110	0.665	-0.073	-0.372	Reflect	0.099	<0.001
X2.3	-0.081	0.634	0.296	0.128	Reflect	0.100	<0.001
Y1	-0.143	0.380	0.679	0.128	Reflect	0.099	<0.001
Y2	0.143	-0.464	0.718	0.087	Reflect	0.097	<0.001
Y3	-0.007	0.103	0.735	-0.203	Reflect	0.097	<0.001
Z1	0.467	0.091	0.453	0.570	Reflect	0.102	<0.001

	Remuneration	Price Perception	Consumer Attitude	Buying Interest	Type (A)	SE	P Value
Z2	-0.279	-0.008	-0.219	0.627	Reflect	0.100	<0.001
Z3	-0.147	-0.076	-0.195	0.623	Reflect	0.101	<0.001

Source: Results of data processing, 2022

Factor Loading is a correlation between indicators and variables. If it is greater than 0.5 and p-values = significant, then the indicator is valid and is an indicator/measurement of the variable.

Based on the outer loading table above, the Loading Factor for the indicator on the Remuneration variable, X1.1 = 0.769; X1.2 = 0.804; X1.3 = 0.549; X1.4 = 0.778, and for indicators on other variables) > 0.5, then it meets convergent validity. The analysis results in the table above show that all indicators in the research variables, namely the variable Remuneration, Work Environment, Soldier Satisfaction and Soldier Performance, have a loading factor > 0.5, then these indicators meet convergent validity.

Based on the outer loading table above, the Significance Value (p-Value) for each indicator in the Remuneration variable (e.g., p-value for X1.1 = <0.001; X1.2 = <0.0010; X1.3 = <0.001; X1.4 = <0.001 and for indicators on other variables) <0.05, then it meets convergent validity. The analysis results show that all indicators in the research variables, namely Remuneration, Work Environment, Soldier Satisfaction and Soldier Performance, are significant because the p-value <0.05, then these indicators meet convergent validity.

2. Composite Reliability Coefficients Test

Composite reliability is an index that shows the extent to which a measuring instrument can be trusted to be relied on. The tool is reliable if an instrument is used twice to measure the same symptoms and the measurement results are relatively consistent. In other words, reliability shows the consistency of measuring instruments in the same phenomenon. The complete results can be seen in the following table:

Table 2. Composite Reliability Coefficients

	Composite Reliability Coefficients	Cronbach's Alpha Coefficients
Remuneration	0.819	0.704
Work Environment	0.769	0.632
Soldier Satisfaction	0.754	0.6511
Soldier Performance	0.736	0.643

Source: Results of data processing, 2022

The value of composite reliability measures the reliability of the construct. In a reliable construct, if the composite reliability value is above 0.70, the indicator is said to be consistent in measuring the latent variable. The test results show that the constructs (variables) of the Remuneration, Work Environment, Soldier Satisfaction and Soldier Performance variables have a composite reliability value greater than 0.7. So reliable.

3. Structural Model Testing (Inner Model)

The inner or structural model is tested to see the relationship between variables, significance values and R-square of the research model. After knowing the significant relationship between variables. Thus, the hypothesis for the problem of customer satisfaction. Hypothesis testing is done by resampling the bootstrap method. The test statistic used is the t-test statistic.

(Ghozali, 2015). Testing of the structural model is carried out by looking at the R-Square value, which is the goodness-fit test of the model. The inner model test can be seen from the R-square value in the equations between latent variables. As follows:

Table 3. R-Square

	R Square
Remuneration	
Work Environment	
Soldier Satisfaction	0.588
Soldier Performance	0.286

Source: Results of data processing, 2022

The Value of the Coefficient of Determination (R^2) on Soldier Satisfaction = 0.588. It can be interpreted that the model can explain the phenomenon/problem of Soldier Satisfaction of 58.80%. At the same time, the rest (41.20%) is explained by other variables (besides Remuneration and Work Environment) that have not been included in the model and errors. This means that Soldier Satisfaction is influenced by Remuneration and Work Environment by 58.80%, while 41.20% is influenced by Remuneration and Work Environment variables, the Determination Coefficient Value (R^2) on Soldier Performance = 0.286. This can be interpreted that the model being able to explain the phenomenon/ Soldier Performance problem is 28.60 %. At the same time, the rest (71.40%) is explained by other variables (besides Remuneration, Work Environment, and Soldier Satisfaction) which have not been included in the model and errors. This means that Soldier Performance is influenced by Remuneration, Work Environment, and Soldier Satisfaction by 28.60%, while 71.40% is influenced by Remuneration, Work Environment, and Soldier Satisfaction variables.

4. Hypothesis Test

Direct hypothesis testing was conducted to determine the effect between research variables. The basis for hypothetical decisions uses a p-value of 5%.

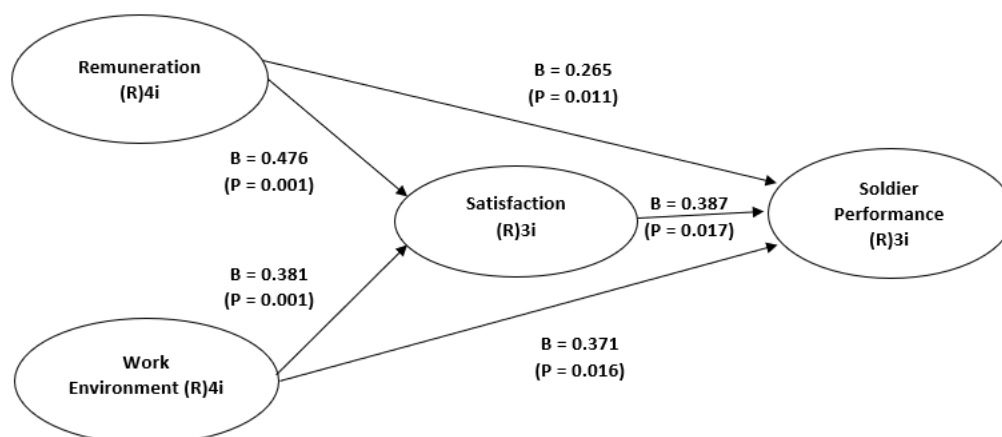


Figure 2: Research Framework

From the PLS output image above, it is known that Remuneration and Work Environment are exogenous variables. Interest is an endogenous variable. Attitude is a variable that can be exogenous and endogenous. Where attitude becomes an exogenous variable when it becomes a

liaison between quality and price on interest, whereas when the attitude towards interest becomes an endogenous variable, the results of data processing show the magnitude of the factor loading value of each indicator which is located above the arrow between the variables and indicators, it can also be seen the magnitude of the path coefficient which is above the arrow line between exogenous variables and endogenous variables. In addition, the size of the R-Square can also be seen, which is right in the circle of endogenous variables.

5. Results From inner weights

a. Direct Influence

Table 4. Inner Weight

	Path Coefficient	Standard Error for Path Coefficients	P-Values
Remuneration -> soldier satisfaction	0.476	0.106	0.001
work environment -> soldier satisfaction	0.381	0.109	0.001
Remuneration -> soldier performance	0.265	0.113	0.011
work environment -> soldier performance	0.371	0.107	0.016
soldier satisfaction -> soldier performance	0.387	0.106	0.017

Source: Results of data processing, 2022

From the table above, it can be concluded that the hypothesis states:

- 1) Remuneration has a significant positive effect on Soldier Satisfaction with a path coefficient of 0.476 where the p-values = <0.001 is smaller than the value of = 0.05
- 2) Work Environment has a significant positive effect on Soldier Satisfaction with a path coefficient of 0.381 where the p-values = <0.001 is smaller than = 0.05
- 3) Remuneration has a significant positive effect on the performance of soldiers with a path coefficient of 0.265 where the p-values = 0.011 is smaller than the value of = 0.05 (5%)
- 4) Work Environment has a significant positive effect on Soldier Performance with a path coefficient of 0.371 where the p-values = 0.016 is smaller than the value of = 0.05
- 5) Soldier Satisfaction has a Significantly Positive effect on Soldier Performance with a path coefficient of 0.387 where the p-values = 0.017 is smaller than the value of = 0.05

b. Indirect Influence

Table 5. Indirect Effect

	Path Coefficients	Standard Error for Path	P-Values
Remuneration -> Soldier Satisfaction -> Soldier Performance	0.089	0,085	0.150
Work Environment -> Soldier Satisfaction -> Soldier Performance	0.071	0.086	0.205

Source: Results of data processing, 2022

- 6) The Effect of Remuneration on Soldier Performance through Soldier Satisfaction is 0.089, where the p-values = 0.150 is greater than the value of = 0.05 (5%), meaning that the indirect effect is smaller than the direct effect of Remuneration on Soldier Performance.

- 7) The Effect of Work Environment on Soldier Performance through Soldier Satisfaction is 0.071, where the p-values = 0.205 is greater than the value of = 0.05 (5%), meaning that the indirect effect is smaller than the direct effect of the Work Environment on Soldier Performance.

Discussion of Research Results

1. Effect of Remuneration on job satisfaction

Based on the calculation results of the structural equation model, it is known that the remuneration variable influences job satisfaction, which indicates that the direction of the relationship between Remuneration and job satisfaction is positive, which means that the higher the Remuneration, the greater the job satisfaction obtained. From the explanation above, it can be interpreted that the job satisfaction of soldiers is influenced by high Remuneration. This is due to the fulfilment of basic physiological needs, safety, and security, social, esteem, and self-actualization needs.

The social factor indicator has the largest loading factor value. This shows that social factors are related to social interaction between fellow soldiers, their superiors, and soldiers with different types of divisions. Judging from the results of respondents' answers, soldiers strongly agree on social factors where for the problem of coworkers who are very compact and there is cooperation and can understand that coworkers who are compact reflect social needs. Supportive coworkers are worth more than money or tangible achievements from within work. For most soldiers, work also filled a social need. Therefore, having friendly and pleasant coworkers can create increased job satisfaction. In addition, the behaviour of superiors is also a major determinant of the job satisfaction of soldiers.

This result is in line with the theory of (Ahmadiansah, 2016) that employees who do not get job satisfaction will never experience psychological maturity and, in turn, will become frustrated. Employees like this will have low Remuneration at work which is reflected in getting tired and bored quickly, being emotionally unstable, often absent and doing activities that have nothing to do with the work to be done. Conversely, employees who get job satisfaction usually have a good attendance record and perform better at work than employees who do not get job satisfaction.

2. The influence of the work environment on job satisfaction

Based on the calculation results of the structural equation model, it is known that the work environment influences job satisfaction which indicates that the direction of the relationship between the work environment and job satisfaction is positive, which means that the better the work environment variable, the greater the job satisfaction obtained. A quiet and quiet work environment has the greatest loading factor value. This shows that the existence of a quiet and quiet work environment causes the level of job satisfaction to be better. The implementation in the field is that soldiers will focus more on carrying out their duties if they have a conducive work environment by reducing noise levels such as engine noise and unnecessary noise. In addition, a calm work environment can be interpreted as a lack of pressure from superiors in carrying out tasks.

Soldiers expect a work environment that is both physical and non-physical to work optimally. Vice versa, if the surrounding environment is bad, the soldiers will not have satisfaction

at work. Therefore, the circumstances and situations around the soldiers at work must be maintained as well as possible so that the soldiers will feel comfortable at work. A work environment with harmonious working relationships, clear targets, a dynamic work climate, and adequate work facilities can also affect soldiers' job satisfaction. Therefore, the work environment influences the job satisfaction of soldiers.

The results of this study are in line with previous research conducted by (Andriany, 2019), which analyzed the effect of work environment and compensation on job satisfaction, where his research showed that there was a positive and significant influence on job satisfaction. One of the factors that can affect employee job satisfaction is the work environment in which employees do their jobs. As stated by (Sayuti et al., 2022), that one of the factors that can affect job satisfaction is the work environment. The work environment has a direct effect on job satisfaction. This factor is important and has a big impact, but many companies do not pay attention to this factor, such as cleanliness, security, work equipment, employee relations, etc. From this explanation, it can be concluded that the work environment affects employee job satisfaction.

3. Effect of Remuneration on Performance

Based on the calculation results of the structural equation model, it is known that the remuneration variable influences performance, which indicates that the direction of the relationship between Remuneration and performance is positive, which means that the higher the Remuneration, the higher the performance. The social factor indicator has the largest loading factor value, showing the need for affection and friendship (cooperation) in work groups or between groups. The need to be included, improve relations with the necessary parties, and grow a sense of togetherness, including belonging in the institution. From the explanation above, it can be interpreted that the job satisfaction of soldiers is influenced by high Remuneration. This is due to the fulfilment of basic physiological needs, safety, and security, social, esteem, and self-actualization needs. In Remuneration, the agency provides a salary system that is considered sufficient to meet the needs of the soldiers.

This result follows the Goal Theory explaining that the performance of a person's achievement depends on the person's Remuneration for the work done. The higher a person's Remuneration for doing the job, the higher the level of performance. Conversely, the lower the Remuneration of a person doing a job, the lower the level of performance, therefore Remuneration can be said as a form of encouragement where the encouragement aims to provide enthusiasm that can improve a person's performance so that in the future, they can have a high level of performance and can bring the company or organization for a good cause.

4. The influence of the work environment on performance

Based on the calculation results of the structural equation model, it is known that the work environment influences performance, which indicates that the direction of the relationship between the work environment and performance is positive, which means that the variable the better the work environment, the higher the performance. A quiet and quiet work environment has the greatest loading factor value. This shows that in improving the performance of soldiers must first create a work environment that is quiet and not noisy. In this case, reducing unnecessary noises or reducing noise arising from the ship's machinery so that it is not noisy. In

addition, a calm work environment can be created from a situation of pressure from superiors in carrying out tasks. Every soldier who already understands the duties and responsibilities of each in their position will make the work environment calm and harmonious without excessive pressure from superiors. It is expected to improve soldiers' performance in carrying out their duties.

The influence of the work environment on soldiers' performance means that soldiers will feel comfortable with the existing work environment if the environmental conditions follow themselves and do not feel disturbed when they work with this comfort. They are motivated to work. This causes a lot of work to be completed properly, so their performance can be said to be good. The definition of performance is the work of an employee if he carries out the main tasks of his position, which can be used as a basis for whether the employee can be said to have good work performance or vice versa. From the results of filling out the performance questionnaire, most employees can work optimally, the quality of work results and attendance at work have a very good tendency, as well as the number of work results, timeliness of results and ability to work together have good tendencies.

5. The effect of job satisfaction on performance

Based on the results of the calculation of the structural equation model, it is known that job satisfaction on performance where the value of T-Statistic = 4.825 is greater than the value of $Z = 0.05$ (5%) = 1.645, which indicates that the higher the job satisfaction, the higher the performance. Soldier. The implementation of the promotion of the highest loading factor value. This shows that implementing promotion is one of the maintenance of soldiers, which is very important to improve soldiers' performance. The promotion also has an important meaning for an organization because, with a promotion, it means that organizational stability and morale of soldiers will be more guaranteed. Both above must at least be caused when an organization conducts promotions to a soldier. The existence of a promotion program plan in an organization will benefit soldiers and the organization itself. This for soldiers can lead to high morale and loyalty to the organization, which in the end, the organization achieves optimal results. They are aware that the work they have done so far is assessed by the organization fairly and objectively. Promotion is also a way of Remuneration to improve performance.

These results are consistent with Vroom's theory which contains clues as to why job satisfaction and performance are related even though different things cause them. (Supiyanto, 2015) states that the relationship between the two is more accurately called the "Management Myth", and it is difficult to establish in which direction the causal relationship between the two is. However, various studies have found evidence that organizations with more satisfied employees are more effective than those with less satisfied employees. A person at work will feel comfortable and highly loyal to the company if he gets job satisfaction in accordance with what he wants.

6. The Effect of Remuneration on Soldier Performance through Soldier Satisfaction

The test results show that the Influence of Remuneration on Soldier Performance through Soldier Satisfaction has a smaller indirect effect than the direct effect, which means that Remuneration on Soldier Performance has a greater direct effect. The results of this study follow previous research (Gustika, 2013), concluding the results of his research that Remuneration has

a significant effect on performance through the satisfaction of members of the Police. To improve performance, the government has approved the provision of performance allowances or Remuneration for employees within the Police. The provision of allowances to the Police is based on Presidential Regulation 73 of 2010 concerning Employee Performance Allowances in the Police Environment. The allowance is given in 18 positions according to rank. The provision of Indonesian National Police allowances can prevent Indonesian National Police members from deviant practices, such as corruption.

7. The Influence of Work Environment on Soldier Performance through Soldier Satisfaction

The test results show that the influence of the work environment on the performance of soldiers through soldier satisfaction has a smaller indirect effect than the direct effect of the work environment on the performance of soldiers, which means that the work environment on the performance of soldiers has a greater direct effect. This follows the theory (Sutedjo & Mangkunegara, 2013). Job satisfaction is a feeling that supports or does not support employees related to their work and conditions. This is in line with research (Saputra & Sudharma, 2017) which states that the work environment has a positive and significant effect on job satisfaction. This follows the theory of (Sutedjo & Mangkunegara, 2013). Job satisfaction is a feeling that supports or does not support employees related to their work and conditions. This is in line with research conducted by (Daniati & Mujiati, 2018) which states that the work environment has a positive and significant effect on job satisfaction.

CONCLUSION

Based on the hypothesis testing and discussion results, the following conclusions can be made: 1) Remuneration contributes to job satisfaction by fulfilling various needs, such as physiological, safety, social, esteem, and self-actualization needs. 2) A good work environment, both physically and non-physically, enhances job satisfaction and enables optimal work performance. 3) Higher remuneration is associated with improved performance among soldiers. 4) The work environment directly influences soldiers' performance when the conditions are suitable and they feel undisturbed, leading to increased motivation. 5) Job satisfaction plays a significant role in soldiers' performance, as it promotes comfort and loyalty at work. 6) The direct effect of remuneration on a soldier's performance is greater than its indirect effect through soldier satisfaction. 7) Similarly, the direct effect of the work environment on soldiers' performance is greater than its indirect effect through soldier satisfaction.

REFERENCES

- Ahmadiansah, R. (2016). Pengaruh motivasi kerja dan kepuasan kerja terhadap kinerja guru SMK Muhammadiyah Salatiga. *INJECT (Interdisciplinary Journal of Communication)*, 1(2), 223–236. <https://doi.org/10.18326/inject.v1i2.223-236>
- Andriany, D. (2019). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada PT. Repex Perdana Internasional (Licensee of Federal Express) Medan. *Prosiding Seminar Nasional Kewirausahaan*, 1(1), 392–398. <https://doi.org/10.30596/snk.v1i1.3642>
- Daniati, N. L. H., & Mujiati, N. W. (2018). *Pengaruh Gaya Kepemimpinan Transformasional, Kompensasi, dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan pada Lpd Kerobokan*. Udayana University.
- Fitria, R., Idris, A., & Kusuma, A. R. (2014). Pengaruh Remunerasi, Motivasi dan Kepuasan Kerja Terhadap Kinerja Pegawai di Kantor Pengadilan Tinggi Agama Samarinda. *Journal Administrative Reform*, 1691–1704.
- Ghozali. (2015). *Partial Least Squares Konsep, Teknik, dan Aplikasi Menggunakan Program Smart PLS 3.0 untuk Penelitian Empiris*. Universitas Diponegoro.
- Gustika, R. (2013). Pengaruh Pemberian Remunerasi terhadap Kinerja Anggota Polri Polres Pasaman (Studi Kasus Anggota Polri yang Berpangkat Bripta S/d Bripta). *Jurnal Apresiasi Ekonomi*, 1(1), 22–31.
- Handoko, T. H. (2016). *Manajemen personalia dan sumberdaya manusia*. Bpfe.
- Hestisani, H., Bagia, I. W., & Suwendra, I. W. (2014). Pengaruh Motivasi Berprestasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Badan Kepegawaian Daerah Kabupaten Buleleng. *Jurnal Manajemen Indonesia*, 2(1).
- Jeffrey, I., & Soleman, M. (2017). The effect of work discipline, achievement motivation and career path toward employee performance of The National Resilience Institute of The Republic of Indonesia. *International Journal of Application or Innovation in Engineering & Management (IJAIEM)*, 6(8), 106–113.
- Liyas, J. N., & Primadi, R. (2017). Pengaruh disiplin kerja terhadap kinerja karyawan pada bank perkreditan rakyat. *Al-Masraf: Jurnal Lembaga Keuangan Dan Perbankan*, 2(1), 17–26.
- Robbins, S. P., Judge, T. A., & Millett, B. (2015). *OB: the essentials*. Pearson Higher Education AU.
- Rohayati, A. (2014). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Study and Management Research*, 11(1), 20–38.
- Saputra, I. D. G. A., & Sudharma, I. N. (2017). *Pengaruh Promosi Jabatan, Pelatihan Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan*. Udayana University.
- Sayuti, N. U., Hajar, I., & Kalsum, U. (2022). Pengaruh Perilaku Kepemimpinan, Lingkungan Kerja Dan Kepuasan Kerja Terhadap Komitmen Pegawai Pada Kantor Imigrasi Kelas I Tpi Kendari. *Eqien: Jurnal Ekonomi Dan Bisnis*, 11(03), 241–248. <https://doi.org/10.34308/eqien.v11i03.1226>
- Sedamayanti, S. (2020). Reformasi Pengembangan Sumber Daya Manusia Di Daerah. *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik*, 10(3), 87–107.
- Setiawan, K. C. (2015). Pengaruh motivasi kerja terhadap kinerja karyawan level pelaksana di divisi operasi PT. Pusri Palembang. *Psikis: Jurnal Psikologi Islami*, 1(2), 43–53. <https://doi.org/10.19109/psikis.v1i2.567>
- Sidanti, H. (2015). Pengaruh lingkungan kerja, disiplin kerja dan motivasi kerja terhadap kinerja pegawai negeri sipil di sekretariat dprd kabupaten madiun. *Jurnal Jibeka*, 9(1), 44–53.
- Simanjuntak, M., & Caisara, D. O. (2018). Hubungan Pemberian Penghargaan (Reward) Dengan Kinerja Petugas Rekam Medis Di Rsup H. Adam Malik Medan Tahun 2017. *Jurnal Ilmiah Perekam Dan Informasi Kesehatan Imelda*, 3(1), 431–437. <https://doi.org/10.52943/jipiki.v3i1.59>
-

- Sofyan, M., Rahman, A., Bima, M. J., & Nujum, S. (2016). The effect of career development and working discipline towards working satisfaction and employee performance in the Ministry of Religious Affairs regional office in South Sulawesi. *International Journal Of Scientific & Technology Research*, 5(03), 51–57.
- Sugianto, M. N. (2020). *Gaya Kepemimpinan Yang Dapat Meningkatkan Kepuasan Kerja Perawat*.
- Suharto, A., & Setiaji, B. (2012). *Studi Persepsi Remunerasi Kepuasan Kerja Dan Efektivitas Kerja Pegawai Kantor Imigrasi Surakarta*.
- Sulistyo, H. D. (2020). Tinjauan Yuridis Pertahanan Negara Yang Dilakukan Tentara Nasional Indonesia. *YUSTISIA MERDEKA: Jurnal Ilmiah Hukum*, 6(2).
- Supiyanto, Y. (2015). Pengaruh kompensasi, kompetensi dan komitmen organisasional terhadap kepuasan dan kinerja. *Jurnal Economia*, 11(2), 118–131. 10.21831/economia.v11i2.8281
- Sutedjo, A. S., & Mangkunegara, A. P. (2013). Pengaruh Kompetensi dan Motivasi Kerja terhadap Kinerja Karyawan di PT. Inti Kebun Sejahtera. *BISMA (Bisnis Dan Manajemen)*, 5(2), 120–129. <https://doi.org/10.26740/bisma.v5n2.p120-129>
- Thaief, I., Priyono, P., & HMS, I. (2016). Effect of Leadership Style, Work and Spirit Motivation on the Performance of Employees. *International Business Management*, 9(6), 1035–1041.
- Tumilaar, B. R. (2015). The effect of discipline, leadership, and motivation on employee performance at bpjs ketenagakerjaan Sulut. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(2). <https://doi.org/10.35794/emba.3.2.2015.8901>
- Umar, A. (2014). Effect of wages, work motivation and job satisfaction on workers' performance in the manufacturing industry in Makassar city. *European Journal of Business and Management*, 6(5), 75–88.
- Wardono, E. (2017). Pengaruh Disiplin Kerja dan Remunerasi terhadap Kinerja Prajurit Komando Distrik Militer 0907/Tarakan. *Strategi Pertahanan Darat*, 3(1). <https://doi.org/10.33172/jspd.v3i1.38>



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).