

JOB SATISFACTION: AS A MEDIATOR THE EFFECT OF COMPENSATION ON EMPLOYEE PERFORMANCE

Achmad Mohyi

University of Muhammadiyah Malang

Email: mohyi@umm.ac.id

Abstract

This study aims to analyze the effect of compensation on performance mediated by job satisfaction for Grab Bike drivers in Malang City, with a research sample of 96 respondents. The sampling technique in this study used the accidental sampling method, the data collection used the questionnaire method. While the data analysis method used is the path analysis method (path analysis). The results showed that there was a significant effect of compensation on performance. There is a significant effect of compensation on job satisfaction. There is a significant effect between job satisfaction on performance and it is proven that job satisfaction mediates the effect of compensation on performance. The researcher's suggestion from the results of this study is that it is expected that the management will make policies to increase incentives to increase job satisfaction and performance.

Keywords: Job satisfaction, compensation, performance, Grab bike

INTRODUCTION

An organization is an association consisting of a group of people who work together to achieve a goal (Mohyi, 2019; 2). Organizations that aim to seek profit are also called companies. The basic goal in a company is to get the maximum possible profit and profit for the company's shareholders (Prastuti, 2014). The success of a company is determined by its human resources, especially if the company is engaged in services. Human resources are an important element in determining success in a company, because humans are creatures who have reason, thoughts, feelings, and certain needs. Therefore, special attention is needed in dealing with existing human resources in a company, because this will be a factor that will affect the quality of work, dedication, loyalty, and achievements in carrying out the assigned tasks.

A company engaged in the service sector relies heavily on good human resources to create a situation that can encourage and improve employee performance optimally. One of these efforts can be taken by applying or providing compensation. Providing compensation in accordance with the performance of an employee, so that employees get good job satisfaction, employees who are satisfied with their performance will improve and improve the quality of their work.

Employee performance is the result of work both quality and quantity produced by employees or real behavior that is displayed in accordance with the responsibilities given to him (Murty, 2015). Performance is also the result of work produced or contributed by an employee related to duties and responsibilities to the company (Mobley, 2011). It is hoped that if the employee's performance is good, the company is able to compete with other companies so that it can be recognized that the company has good performance and quality (Mobley, 2011). Prastuti (2014) explains that employee performance is how much employees contribute to the company

including output quantity, output quality, time period, attendance at work and cooperative attitude.

The performance achieved by each individual can be different according to the level of the size of the business, as well as the capabilities of each individual. To provide uniformity of performance, the company must establish standard and standard measurements so that it can be used as a guideline by every employee (Sajjad, Ghazanfar, and Ramzan, 2013). According to the results of the research that has been done by Widyasari; and Subudi, (2017) obtained the results that compensation has an effect on employee performance. But the results carried out by Mita et al., (2019). Obtained results that compensation has no effect on employee performance. Therefore, this study uses job satisfaction as a mediating variable. With the hope that an employee's job satisfaction can affect the resulting performance.

Job satisfaction is a feeling that every employee has, where employees are able to interact with their work environment and they will work passionately and seriously so that the contribution given to the company in achieving company goals will increase (Karmita, Supartha, and Priantini, 2015) . Widyasari & Subudi, (2017) in their research proves that compensation has a significant effect on job satisfaction. Job satisfaction is very influential on employees in carrying out the tasks and responsibilities given by the company. Employees who are dissatisfied at work will cause a sense of disinterest in completing their responsibilities properly. The low job satisfaction of employees is one of the symptoms that result in damaging the condition of the company. The low job satisfaction of employees can be seen from various aspects, one of which is the lack of ability to complete the responsibilities or tasks assigned by the company so that the quality of work decreases. Job satisfaction is something that needs to be noticed by the company. Job satisfaction is closely related to performance and compensation provided. Regarding satisfaction, Hasibuan (2017) explains that a person who is satisfied will have a high work participation, which in turn will continue to improve their performance.

Job satisfaction also has a positive and significant effect on employee performance. Widyasari; and Subudi (2017). In the results of research that has been done, it shows that job satisfaction which is described in salary, promotion, promotion, superior's performance, work environment and cooperation between workers is very influential in improving their performance. which can damage the conditions in a company. This low employee satisfaction is usually seen from various aspects, one of which is the lack of an employee's ability to complete the assigned work tasks, resulting in delays in working on reports, and according to work effectiveness and efficiency. Thus, to keep the level of employee job satisfaction high, the company needs to pay attention to the compensation given to employees.

Compensation is an important factor that influences how and why people work for a company. Because with the compensation provided by the company to employees, the enthusiasm, willingness, and responsibility of employees at work will be maximized, focused, and disciplined (Iemalia,

Widyaningrum, and Rahmasari, 2017). Compensation is needed to maintain employees with a decent standard of living, but compensation is also something that can measure the individual's value to the company. Compensation is another strategic function of human resources (Murty, 2015). Compensation attracts employees' attention and can give a sense of enthusiasm to improve good performance results both in terms of time and effort made by employees. Purwanto (2017) stating that the compensation given to employees also greatly affects the level of job satisfaction, and work motivation, as well as work results. Every employee has different satisfaction according to the value system that applies to him. Employees who will give their best if their wishes are in accordance with their expectations, so that employee job satisfaction will be fulfilled and their performance will also increase. The higher the assessment of the activity felt in accordance with the wishes of the individual, the higher the satisfaction with that desire, thus satisfaction is an evaluation that describes a person's feeling of being happy or unhappy, satisfied or dissatisfied at work.

Giving compensation in accordance with the results of their performance will feel satisfied in doing all their work. But the facts that occur in the field of compensation are not proportional to their performance, meaning that the compensation given is very minimal. As time goes by, the compensation provided by Grab for grab bike drivers has decreased, this has resulted in many grab bike drivers not providing optimal performance such as choosing orders, and even leaving the grab company. This is in line with the results of a search conducted by (Jatmiko, 2020) Kompas.com that the Grab company changed the bonus or incentive scheme for its drivers, as a result, 45 Malang Grab Driver communities did mass offbids or stopped operating. Malang grab drivers admit that their income has decreased, before this incentive decrease, every driver who can meet the 350 diamond target can get an incentive of Rp. 155,000, after the policy the number of diamonds produced is multiplied by Rp. 100 "very much decreased" this is very affect the income of Grab Drivers. From the results of the newspaper published by Kompas.com, it can be concluded that the decrease in compensation carried out by PT.Grab, the drivers were dissatisfied with what was stipulated and greatly affected the level of income and morale of the grab bike drivers.

If job satisfaction cannot be maintained, it will lead to a high level of employee turnover in an organization. In addition, low employee productivity, high absenteeism and low organizational commitment also cause employee dissatisfaction. Sinambela (2012) states that workers' compensation is usually used to meet their greatest needs, including food, drink, clothing, shelter, etc.

Based on the various phenomena above, there are several problems that must be solved, namely: Does compensation affect the performance of the Grab Bike Driver?, Does compensation affect the job satisfaction of the Grab Bike Driver?, Does job satisfaction affect the performance of the Grab Bike Driver?, Does job satisfaction mediate the effect of compensation on performance?

THEORY REVIEW

A. Review of Past Research

Suwandi & Mandahuri (2020) in a study entitled The effect of compensation on employee performance mediated by job satisfaction at PT ISS Cikarang. This study uses a quantitative methodology. Partially, compensation variables affect employee performance, compensation variables affect job satisfaction, job satisfaction variables affect employee performance mediated by job satisfaction.

Lubis *et al.* (2021), in a study entitled The effect of compensation on employee performance mediated job satisfaction of employees at Bank Mandiri Syariah Medan. This research uses a quantitative approach with explanatory research. The result of this research is that compensation has a significant effect on employee performance. Compensation has a significant effect on job satisfaction. Job satisfaction has a significant effect..

Hidayati and Saputra (2018) in a study entitled The effect of compensation on employee performance through mediation of job satisfaction at UD. Father Jewelry Manufacturer in Gianyar. This study uses a quantitative approach in the form of descriptive. The result of this research is that compensation has a significant effect on employee performance. Compensation has a significant effect on job satisfaction. Job satisfaction has a significant effect on employee performance mediated by job satisfaction. Job satisfaction can mediate the relationship between compensation and employee performance.

Retnoningsih, Sunuharjo, and Ruhana (2016), in a study entitled Analysis of compensation on job satisfaction and employee performance at PT PLN Malang area. This type of research uses explanatory research using a quantitative approach. The results of this study indicate that financial compensation has an effect on employee job satisfaction, non-financial compensation has an effect on employee performance.

Widyasari; and Subudi (2017), in a study entitled The effect of compensation and motivation on employee performance with job satisfaction as an Intervening variable. This type of research uses a quantitative approach. The result of this study is that compensation has a positive and significant effect on the performance of PT. Sinar Sosro Bali Factor.

Mita *et al.* (2019). In a study entitled The Influence of Organizational Culture and Compensation on Employee Performance at the Central Office Manpower Bpjs. This research uses descriptive and causal research. The results of this study that compensation has no significant effect on employee performance.

There is a difference between previous research and research conducted by current research, which lies in the object of research, namely the Grab Bike driver in the Malang city area, and the difference in the results carried out by previous research, namely the compensation variable. and this study focuses on the effect of compensation on the performance of grab bike drivers mediated by job satisfaction variables.

B. Theory Review

1. Definition of compensation

Compensation is one of the important functions in human resource management (HRM). Because compensation is one of the most sensitive aspects of a working relationship. Cases that occur in employment relations contain compensation issues and various related aspects, such as benefits, compensation increases, compensation structures and compensation scales. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve higher productivity. If managed properly, this compensation can help the company to achieve higher productivity for employees. On the other hand, without adequate compensation, it is very possible for employees to leave the company and reassignment is not easy.

This compensation is intended as a reward for the company for the sacrifice of time, energy and thought that they have given to the company. Sartono et al., (2018). State that the personnel department designs and administers employee compensation. If the compensation given is appropriate, employees are more satisfied and motivated to achieve organizational goals. Organizations try to provide fulfillment of employee needs through compensation. If employees get a sufficient salary, their job satisfaction will increase. This is one of the company's standards, namely creating talent and producing the best performance by maintaining employee job satisfaction. Mangkunegara (2010) argues that compensation is something that is considered as something comparable. The effectiveness of the compensation system is the most important part of HR Management because it helps and can retain job talent.

The company's strategic performance is generated by the existence of a compensation system. Compensation is the overall remuneration received by employees as a result of carrying out work in the organization in the form of money or other, which can be in the form of salaries, wages, bonuses, incentives, health benefits, holiday allowances, meal allowances, leave money and others. According to Subekhi, A., & Jauhar (2020) compensation is any form of award given by employees as a reward for the contributions they make to the organization. Some of the above payments are directly related to performance such as wages or salaries, bonuses and commissions so that they are often called direct compensation and some are not directly linked to performance as wages increase employee peace and job satisfaction such as allowances.

This compensation variable indicator is based on the concept expressed by Anshori, Supriyanto, and Burhhanudin (2016) which includes the salary received, benefits and incentives obtained.

2. Employee Performance

Employee performance is the result of work in quality and quantity achieved by an employee when carrying out the tasks and responsibilities that have been given to him (Mangkunegara, 2010) Performance is an action or an activity of an organization during a period with reference to a number of standards such as costs - past or projected costs on the basis of

efficiency, accountability or management accountability and the like. From some of these opinions it can be concluded that the performance of an employee is related to what is obtained from the work that is done by individuals or groups. Employees who can achieve the targets set by the company will get satisfactory results with this, it can be said that the employee's performance is good.

This performance variable indicator is based on the concept expressed by Kasmir (2016), namely quality of work, quantity of work, punctuality in completing work, cooperation, cost suppression and supervision.

3. Job Satisfaction

According to (Robbins, Stephen P and Judge, 2017) job satisfaction is a positive feeling about a person's job which is the result of an evaluation of its characteristics. That job satisfaction as effectiveness or emotional response to various aspects of work. There are twelve main keys in job satisfaction, namely: input, manager and staff relations, work discipline, work environment, adequate rest and food, discrimination, job satisfaction, performance rewards, policy clarification, getting opportunities, decision makers and the role of managers. . Job satisfaction is an employee's attitude towards his work, whether he is happy or not by looking at their own work. According to Anshori (2016) Job satisfaction is used to increase employee morale, increase productivity, reduce absenteeism, increase employee loyalty and keep employees working in a company. Employees who get good job satisfaction, will give good performance, and have good work performance than other employees. Meanwhile, employees who do not get job satisfaction will have an unfavorable impact on the company. Job satisfaction is a reflection of workers' feelings towards their work. According to Waridin (2012) an individual's job satisfaction depends on individual characteristics and work situations. Each individual will have a different level of job satisfaction according to the interests and expectations of the individual so that the level of perceived satisfaction is higher, and vice versa.

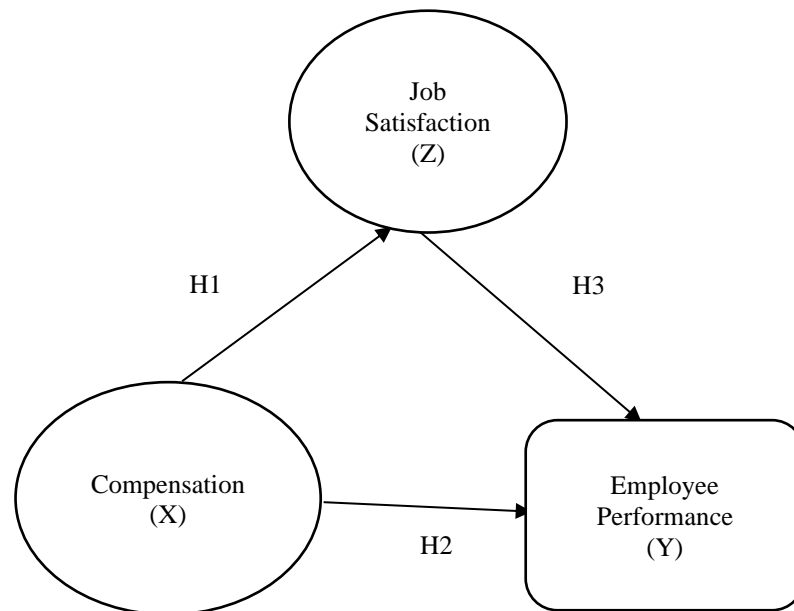
This job satisfaction variable indicator is based on the concept expressed by Luthans (2006), job satisfaction has 6 indicators that can be used as a measure, namely satisfaction with: the work itself, salary (wages), promotion opportunities, supervisory supervisor, work group and working conditions.

C. Framework

It is explained in the thought framework that there is a relationship between compensation on employee performance and on employee job satisfaction. In the research that has been done by Suwandi and Mandahuri (2020) the research variable has the effect of compensation on employee performance and is mediated by job satisfaction. According to Mangkunegara (2010) argues that compensation is something that is considered as something comparable. The effectiveness of the compensation system is the most important part of HR Management

because it helps and can retain job talents. Thus, the framework of thought in this study is as follows:

Figure 1: Framework The effect of compensation on employee performance mediated by job satisfaction



D. Hypothesis

1. Effect of Compensation on Employee Performance

The effect of compensation on performance according to Wibowo (2017) found that compensation is a counter-achievement to the use of labor or services that have been provided by the workforce. Thus, of course, the amount of compensation is able to influence employee behavior which will certainly have an impact on the resulting performance. Compensation provided by the company by employees is all remuneration for work that has been done by employees for the company. This statement is supported by the results of research conducted by (Retnoningsih, 2016) which shows that compensation has a positive and significant effect on employee performance. This is also supported by the results of research by Suwandi and Mandahuri (2020) which also show that compensation has a positive effect on employee performance.

The results of research conducted by Suwandi & Mandahuri (2020) and (Lubis et al., n.d, 2020) both suggest that compensation has a significant effect on employee performance. And this is also supported by the results of research conducted by Dwi Yasa, (2018) that compensation has a significant effect on employee performance.

H1: There is a significant effect between compensation on employee performance.

2. The Effect of Compensation on Job Satisfaction

The effect of compensation on job satisfaction has an important meaning because compensation reflects the organization's efforts to maintain and improve employee welfare. Kreitner, R., & Kinicki (2014) that job satisfaction is the effectiveness or emotional response to various aspects of work. By providing compensation that is proportional to the employee's performance, the employee feels happy with the organization. This is in accordance with the research conducted by Suwandi and Mandahuri, (2020) compensation also has a positive and significant effect on job satisfaction.

The results of the research (Widyasari; and Subudi, 2017) and (Suwandi and Mandahuri 2020) both suggest that compensation has a significant effect on job satisfaction. This is also supported by the results of research conducted by Retnoningsih (2016) suggesting that compensation has a significant effect on employee job satisfaction.

H2: There is a significant effect of compensation on job satisfaction.

3. The Effect of Job Satisfaction on Employee Performance

Sinambela (2012) suggests that job satisfaction is a person's perspective, both positive and negative about his work. The effect of job satisfaction on performance is an emotional response to various aspects of one's work. A person with a high level of job satisfaction holds a positive attitude towards his job. A pleasant job will add enthusiasm to work so that employee needs will be easily met. The results of research conducted by Retnoningsih (2016) stated that job satisfaction has a positive and significant effect on employee performance. This is also supported by the results of research conducted by Lubis (2021) who found that job satisfaction has a significant effect on employee performance.

The results of research by Kelvin and Mandahuri (2020); Lubis (2020) both stated that employee job satisfaction has a significant effect on employee performance and is supported by the results of research conducted by Widyasari; and Subudi (2017) that job satisfaction has a significant effect on employee performance.

H3: There is a significant effect between employee performance on job satisfaction.

4. The Effect of Compensation on Employee Performance Through Job Satisfaction Mediation

Handoko (2013) suggests that job satisfaction is a person's perspective, both positive and negative, about his work. This is because employees who always try to improve their performance will receive greater compensation. Compensation must be tried in proportion to conditions outside the company, such as responsibilities and risks. To meet employee expectations, the compensation provided by the company should be able to satisfy the various needs of employees fairly. Compensation will affect employee performance, compensation given fairly will make employees satisfied and will ultimately affect the resulting performance. The results of

research conducted (Dwiyasa, 2018) show that job satisfaction can mediate the relationship between compensation and employee performance.

The results of research by Suwandi and Mandahuri (2020) and (Lubis *et al.* 2021) both suggest that compensation has a significant effect on employee performance mediated by job satisfaction.

H4: Job satisfaction mediates the effect of compensation on employee performance.

RESEARCH METHODS

This research was conducted on Grab Bike Drivers, who operate in the city of Malang, East Java, the type of quantitative research with a research sample of 96 respondents. The sampling technique in this study used a non-probability sampling method, namely accidental sampling, data collection using the questionnaire method.

The analytical method used is the path analysis method. Used to analyze the pattern of relationships between variables. This model is used to determine the direct or indirect effect of a set of independent variables (exogenous) on the dependent variable (endogenous) (Maharani, Vivin, Troena, 2013). Test the hypothesis with the T test and the mediation test or Sobel test.

The variables studied in this study include independent variables, dependent variables and moderating variables. Each variable is compensation with indicators of salary, benefits and incentives. Variable satisfaction with indicators of satisfaction with the work itself, satisfaction with salary, salary (wages), work group and working conditions. Performance variables with indicators of work quality, work quantity and timeliness. Measurement of these variables using a Likert scale.

RESEARCH RESULTS AND DISCUSSION

A. Results of Data Analysis

Path analysis is used to analyze the pattern of relationships between variables. This model is used to determine the direct or indirect effect of a set of independent variables (exogenous) on the dependent variable (endogenous). The results of the path analysis in this study can be described as follows:

1. Effect of compensation on the performance of Grab Bike Drivers

The results of testing the effect of compensation on the performance of Grab Bike drivers can be seen in Table 1

Table 1: Path Coefficient Test Results The Effect of Compensation on the Performance of Grab Bike Drivers

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	2.122	5.205		.408	.684
	Kompensasi	1.537	.254	.529	6.040	.000

a. Dependent Variable: Performance

Source: Primary Data Processed, Year 2022

The effect of compensation on the performance of Grab Bike drivers with a beta coefficient of 0.529, tcount of 6.040 and a probability of 0.000 ($p < 0.05$). The probability in Table 4.9 is less than 0.5 which indicates that there is a significant effect of compensation on the performance of Grab Bike drivers. From these results, it is known that the Adjusted R Square coefficient has a value of 0.272, this explains that the effect of compensation on the performance of Grab Bike drivers with a contribution of 27.2%.

2. Effect of Compensation on Job Satisfaction of Grab Bike Drivers

The results of testing the effect of compensation on job satisfaction of Grab Bike drivers can be seen in Table 2.

Table 2: Path Coefficient Test Results The Effect of Compensation on Job Satisfaction of Grab Bike Drivers

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	13.478	1.356		9.943	.000
	Compensation	.488	.066	.605	7.365	.000

Dependent Variable: Job Satisfaction

Source: Primary Data Processed, Year 2022

The effect of compensation on job satisfaction of Grab Bike drivers with a beta coefficient of 0.605, tcount of 7.365 and a probability of 0.000 ($p < 0.05$). The probability in Table 4.10 is less than 0.5, so the decision H_0 is rejected, namely that there is a significant influence between compensation on job satisfaction of Grab Bike drivers. From these results, it is known that the Adjusted R Square coefficient has a value of 0.359, this explains that the effect of compensation on job satisfaction of Grab Bike drivers with a contribution of 35.9%.

3. The Effect of Job Satisfaction on the Performance of Grab Bike Drivers

The results of testing the effect of job satisfaction on the performance of Grab Bike drivers can be seen in Table 3.

Table 3: Path Coefficient Test Results The Effect of Compensation on the Performance of Grab Bike Drivers

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-9.486	7.536		-1.259	.211
	Job Satisfaction	1.820	.321	.505	5.675	.000

a. Dependent Variable: Employee Performance

Source: Primary Data Processed, Year 2022

The effect of job satisfaction on the performance of Grab Bike drivers with a beta coefficient of 0.506, tcount of 5.675 and a probability of 0.000 ($p < 0.05$). The probability in Table 4.11 is less than 0.5 indicating a significant influence between job satisfaction on the performance of Grab Bike drivers.

From these results, it is known that the Adjusted R Square coefficient is obtained by a value of 0.247, this explains that the effect of job satisfaction on the performance of Grab Bike drivers with a contribution of 24.7%.

4. Links Between Paths

Based on the results of data analysis that has been carried out, it can be obtained the path as shown in Figure 2 below:

Figure 2: Inter-Path Analysis Results



The results of the analysis show that the direct effect of compensation on employee performance is 0.529 and the direct effect of compensation on employee job satisfaction is 0.605. The direct influence shows that with increasing compensation, employee performance and employee job satisfaction will increase. The results of the direct influence analysis can be seen that job satisfaction on employee performance is 0.505. The direct effect, indirect effect and total effect between research variables have been briefly presented in the following table:

Table 4 : Recapitulation of Direct, Indirect and Total Effects

Variable	Varaibel Endogen	Direct Effect	Indirect Effect	Total Effect	t	Sig.	Kep.
Compensation	Employee Performance	0,529	0	0,529	6,040	0,000	Significant
Satisfaction	Employee Performance	0,505	0	0,505	5,675	0,000	Significant
Compensation	Employee Performance	0,529	(0,529x0,505) =0,2671	0,7961	6,040	0,000	Significant

Source: Primary Data Processed, Year 2022

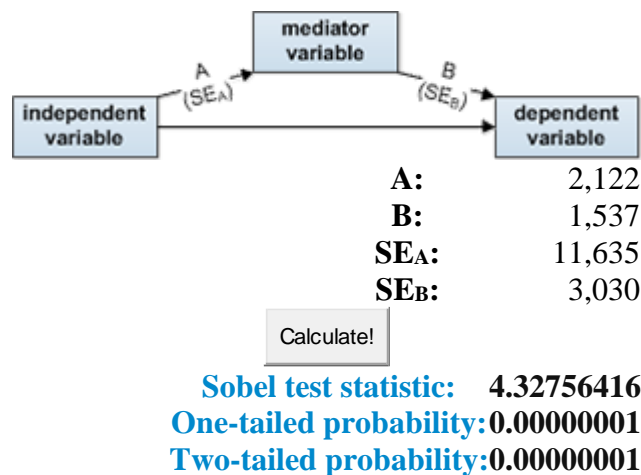
The calculation shows that satisfaction is proven as a mediating variable in the relationship between compensation and employee performance. The calculation results show that the total effect is greater

than the direct effect. This is evidenced by the results of the calculation of the Indirect Effect (IE) which is worth 0.2671, while compensation has an effect on employee performance through satisfaction, which is 0.7961.

2. Sobel Test (Sobel Test)

Sobel test was used to determine whether the relationship between variables through the mediating variable was able to provide a significant influence as a mediator in the relationship. To more easily calculate the value of the mediating variable in this study, namely the employee satisfaction variable as a mediating variable in the effect of compensation on employee performance, you can use the Sobel Test Calculator as follows:

Figure 3: Sobel test results



Based on the picture above shows the results of One-tailed probability of 0.00000001 < 0.05 so it can be concluded that the hypothesis in this study is proven to be accepted which states that the variable employee satisfaction can mediate the effect of compensation on employee performance.

B. Discussion

1. Effect of compensation on the performance of Grab Bike Drivers

Based on the results of the analysis, it shows that there is a significant effect between compensation on the performance of Grab Bike drivers, meaning that with better compensation for Grab Bike drivers, performance achievement will also increase. Wibowo (2017) argues that compensation is a counter-achievement to the use of labor or services that have been provided by the workforce. Thus, of course, the amount of compensation is able to influence employee behavior which will certainly have an impact on the resulting performance. The results of this study support the results of previous research conducted by Suwandi and Mandahuri (2020) which showed that compensation had a positive effect on employee performance.

2. Effect of compensation on job satisfaction of Grab Bike Drivers

Based on the results of the analysis, it shows that there is a significant effect between compensation on job satisfaction of Grab Bike drivers, meaning that with better compensation for Grab Bike drivers, job satisfaction will also increase. Kreitner & Kinicki (2014) that job satisfaction is the effectiveness or emotional response to various aspects of work. By providing compensation that is proportional to the employee's performance, the employee feels happy with the organization. This is in accordance with the research conducted by Suwandi and Mandahuri (2020) compensation also has a positive and significant effect on job satisfaction.

3. The effect of job satisfaction on the performance of Grab Bike Drivers

The results of the analysis show that there is a significant influence between job satisfaction on the performance of Grab Bike drivers, meaning that with the increasing job satisfaction of Grab Bike drivers, performance will also increase. Sinambela (2012) suggests that job satisfaction is a person's perspective, both positive and negative about his work. The effect of job satisfaction on performance is an emotional response to various aspects of one's work. A person with a high level of job satisfaction holds a positive attitude towards his job. A pleasant job will add enthusiasm to work so that employee needs will be easily met. The results of research conducted by Retnoningsih (2016) and Lubis (2021) state that job satisfaction has a positive and significant effect on employee performance.

4. Job satisfaction mediates the effect of compensation on employee performance.

The results of the analysis show that job satisfaction mediates the effect of compensation on the performance of Grab Bike drivers, meaning that the increasing job satisfaction of Grab Bike drivers can increase the effect of compensation on employee performance. According to Handoko (2013) suggests that job satisfaction is a person's perspective, both positive and negative about his work. The results of the study support the results of previous research conducted by Dwiyasa (2018) which showed that job satisfaction can mediate the relationship between compensation and employee performance.

CONCLUSIONS AND SUGGESTIONS

There is a significant effect between compensation on the performance of Grab Bike drivers, meaning that with better compensation for Grab Bike drivers, performance achievement will also increase. Based on the results of the analysis, it shows that there is a significant effect between compensation on job satisfaction of Grab Bike drivers, meaning that with better compensation for Grab Bike drivers, job satisfaction will also increase. There is a significant influence between job satisfaction on the performance of Grab Bike drivers, meaning that with the increasing job satisfaction of Grab Bike drivers, performance will also increase.

The results of the analysis show that job satisfaction mediates the effect of compensation on the performance of Grab Bike drivers, meaning that the increasing job satisfaction of Grab Bike drivers can increase the effect of compensation on employee performance.

Some suggestions that the researchers put forward are that it is hoped that the Grab Bike management will evaluate in setting policies in providing incentives to drivers if the job targets are met. These efforts are made so that drivers have motivation in maximizing the achievement of performance at work. The management must provide support in increasing the satisfaction of the drivers at work, namely by establishing policies that do not harm the drivers. For further researchers, it is expected to use other variables that affect employee performance at work and increase the number of research samples so that the results of this study are more developed.

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