

The Effect of Job Satisfaction as Mediation between Motivation and Compensation on the Performance of Extraordinary School Teachers in Batam City

Michelle Go^a, Yuli Indah Fajar Dini^{b*}, Muhammad Donal Mon^c

^{a,b,c} Universitas Internasional Batam, Indonesia

* Corresponding author e-mail: yuli.indah@uib.ac.id

ARTICLE INFO

DOI: 10.32832/jm-uika.v15i3.16737

Article history:

Received:

1 Juni 2024

Accepted:

25 Juli 2024

Available online:

5 Oktober 2024

Keywords:

Motivation, Compensation, Job Satisfaction, Employee Performance

ABSTRACT

This research aims to identify and evaluate how the relationships between variables that are contained in this research determine the performance of SLB teachers in Batam City. The SLB teachers were selected as the subject of this research because they hold a great and crucial responsibility in educating and fostering children with special needs. Quantitative approach and purposive sampling were conducted, collecting 84 respondents from 7 out of 8 SLB in Batam City, either who have the status of honorary, contract, or permanent teachers. SmartPLS version 3.2.9 was also used as an analytical tool in this research. The results that have been obtained show that job satisfaction is proven to be playing an important role as a mediating variable whilst also can be significantly influenced by motivation and compensation. Aside from that, employee performance can be significantly influenced by motivation and job satisfaction, but not by compensation. Therefore, it is necessary to maintain the high level of motivation of the SLB teachers, because an increase in motivation simultaneously maintains the level of job satisfaction and boosts the productivity of their performance in carrying out all of their responsibilities.

1. INTRODUCTION

SLB teachers, the abbreviation of *Sekolah Luar Biasa* or extraordinary school teachers, have responsibilities that tend to be greater compared to other teachers in general (Bryantami et al., 2023). The high or low level of performance of the SLB teachers in Batam City is one of the most important factors in determining the quality of education for children with special needs, who have various kinds of physical, mental, and intellectual limitations. This is due to the fact that the children's ability to cope with their learning disabilities hinges largely on the performance of SLB teachers (Allam & Martin, 2021). As a result, a person who works as a SLB teacher is considered to be a part of the Human Resources (HR) working in an educational institution that requires special aptitudes, knowledge and skills in addressing and implementing good teaching approaches for children with special needs (Sadli & Usman, 2022).

The performance of the SLB teachers is often considered as their key contribution in delivering and fulfilling both hopes and expectations in providing good quality education for children with special needs. This was emphasized by the findings provided from the research of (Küçükalkan et al., 2023), that children with special needs will experience more progress and improvements in achieving both academic and non-academic achievements, in the process of guiding with specialized methods from the SLB teachers that have good performance.

According on the data taken from the official website of Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia (Kemendikbudristek RI) as of June 2024, it is evident that there are 2,344 extraordinary schools actively operating in Indonesia, employing a total of 27,139 SLB teachers. Within the city of Batam, there are 8 extraordinary schools, collectively employing a total of 101 SLB teachers. The lack of motivation among the SLB teachers will make them feel unenthusiastic and lead to a decrease in their performance (Maqhfirah & Harahap, 2023). Additionally, according to (Putra & Ashshiddiqi, 2022), the teachers who experience low level of job satisfaction and receive the amount of salaries that are below their expectations directly correlate with lower performance in working.

Employee performance refers to the completion in carrying out all tasks and duties by an employee, with targets that have been set as goals to be achieved within their job (Lestari et al., 2022). On the other hand, job satisfaction serves as a measuring tool that can be used to determine the level of employee performance based on the type of work, the guidance or assistance received from seniors, and the outcomes of the completed work (Saroni et al., 2023). The job satisfaction that the SLB teachers experience is related to the satisfaction and joy felt when they successfully educate children with special needs in an effective, proper, and seamless manner. The intended success can be in the form of various types of progress that are possibly observable or noticeable from the children with special needs, one of which is such as the obedience to the instructions given by either their teachers or parents (Cahyaningtyas et al., 2020).

The productivity of a teacher can be seen and measured by the criteria that have been set in performing all of the duties that have been assigned to them. According to (Abdelwahed &

Doghan, 2023), productivity itself refers to how well and efficiently tasks are completed, and is often linked to the performance in reaching established goals. The initiative to increase high performance in working on all their assignments can be leveled up by an increase in job satisfaction with the motivation obtained and the compensation received (Anwar & Dewanto, 2022). It is the synergy that results in achieving the goal of increasing the productivity of the teacher performance in their everyday work. Therefore, giving attention to the maximum employee performance acquired is an achievement that should be sustained or enhanced (Dirna et al., 2023).

Motivation plays an important role as a driving force to work optimally, which arises when there is a desire to achieve a particular predetermined goal (Ariani, 2023). According to (Bryantami et al., 2023), a high level of motivation will encourage teachers to be more enthusiastic, more dedicated, and more willing to put forth their best efforts in accomplishing all their responsibilities. Increase in motivation is achievable through various efforts, including creating a positive and conducive work atmosphere, improving welfare among colleagues, and enabling teachers to participate in collective decision-making by providing them opportunities.

Every person who has made a choice to set their own course of career to become a teacher, should receive compensation that is fair and commensurate with the services that have been provided for the obligations of the duties from their job. This compensation can be received either through direct or indirect rewards (Prasetyo et al., 2021; Sudiarditha et al., 2018), and also in financial or non-financial forms (Azmy, 2022). Generally, the intention of all kinds of compensation to an employee is designated for several objectives, namely to provide an encouragement for the employee to achieve excellent performance by working proficiently, as well as to bind the employee's interest in order for them to put forth more effort to remain persistent in completing all of their assigned tasks and responsibilities as an employee.

Based on the research gaps above, this research aims to identify and evaluate the performance of SLB teachers in Batam City. The urgency of this research is to explore the SLB teachers who live within the city of Batam, to find new insights from the research subject that tends to be rarely chosen to be researched. The several objectives in why this research was conducted are to examine the relationships between variables that are contained in this research and to identify how they are being affected significantly or insignificantly. This research finds that job satisfaction significantly and positively mediates motivation and compensation on the performance of SLB teachers in Batam City. It is proven to be in line with previous studies from each of their research subjects, that job satisfaction indeed plays an important role in mediating motivation and compensation towards employee performance.

The Effect of Motivation on Employee Performance. According to (Irwan, 2018), every employee that has high motivation is more likely to have the desire to improve their skills and abilities in order to complete their tasks. Motivation can be observed and measured by the behavior, effort, and perseverance of the employees (Wicaksono et al., 2023). The ability to have a successful increase in employee performance, depends on the level of enthusiasm and motivation in achieving targets and accomplishing their goals (Azmy et al., 2022; Mon & Jennifer, 2022). Therefore, high motivation has the potential to make an employee enthusiastic

in doing everything at work, which in return affects the improvement of performance (Angelita et al., 2021).

Previous researches from (Chrisnanto & Riyanto, 2020; Lestari et al., 2022; Paais & Pattiruhu, 2020), found and proved that motivation has a significant effect on employee performance productivity. Those three studies are in line with (Ariani, 2023), who proved that motivation has the greatest influence on employee performance. (Ingsih et al., 2021) described that motivation is a useful key for maintaining employee performance. This statement means that if a company has the ability to motivate its employees, either in giving wages that matches the workload or providing career opportunities for its employees, then employees will feel satisfied with their respective performance.

H1: Motivation has a significant effect on employee performance.

The Effect of Compensation on Employee Performance. According to (Azmy, 2022), employees who have made their best contributions and performances, are entitled to receive appropriate amount of compensations. Generally, the provision of all forms of compensation to an employee is designed for several purposes. The first reason is to encourage employees to perform with high efficiency. The second reason is to bind the employees' interests so that they continue to put in more effort and remain consistent in carrying out all the tasks that are assigned to them.

There are two types of compensation that are usually received by employees, either through direct or indirect rewards (Prasetyo et al., 2021; Sudiarditha et al., 2018). Direct compensations are usually given financially (Azmy, 2022), such as salaries, allowances, and incentives. Meanwhile, indirect rewards are usually given non-financially, such as Social Security Agency on Health and Employment (BPJS), sick leave, national holidays leave, and facilities at work.

Hence by the previous researches from (Ariani, 2023; Astarina et al., 2022; Sedik, 2021), it can be concluded that compensation significantly affects employee performance. They are in line with (Ingsih et al., 2022), who claimed the evidence that compensation has a significant and positive impact towards the employee performance productivity. The researches' findings are also in line with (Azmy, 2022) in the same year for the results obtained that compensation can have an impact on the performance from an employee in terms of their way of behaving.

The increase in compensation level simultaneously also increases the productivity of employee performance (Riyadi, 2019; Wicaksono et al., 2023). Those researches are consistently in line with (Sudiarditha, 2019), who showed that when an employee receives good compensation, there will be a perception of support or encouragement, which can be reciprocated by fair amount of rewards. Thus, the level of employee performance will increase due to the awarded compensation.

H2: Compensation has a significant effect on employee performance.

The Effect of Motivation on Job Satisfaction. Motivation can be comprehended as a personal condition in an internal state of encouragement that emerges from inside a person, either voluntarily or involuntarily, which has the potential and possibility in increasing the level of

job satisfaction. Motivation encourages an individual's desire to carry out activities with the intention of attaining a specific goal that correlates the work outcomes to be achieved (Farhani, 2019; Shofiyah & Dini, 2024). Motivation can act as a useful guidance, direction, or path for employees to increase their interests and desires to seek for new inspirations, with the aim for fulfilling the job satisfaction in order to work more effectively and efficiently in accordance with all the predetermined assignments and responsibilities (Sipayung & Purba, 2021).

In accordance with the research result from (Sudiarditha et al., 2018), motivation plays a major role in affecting significantly on job satisfaction. The same research outcome from (Paais & Pattiruhu, 2020) explained that working is not always tangible as an activity to earn money to satisfy one's wants and needs, it is beyond from just that. The level of job satisfaction is determined by the motivational support and career path opportunities given (Ingsih et al., 2021). The surge in the level of motivation simultaneously escalates job satisfaction (Andani & Ardana, 2020; Angelita et al., 2021; Wicaksono et al., 2023).

H3: Motivation has a significant effect on job satisfaction.

The Effect of Compensation on Job Satisfaction. Compensation is considered as an award in the form of reward, which is given to employees as a way of showing appreciation for all kinds of contributions they have made and the amount of time they have worked (Azmy, 2022), either directly or indirectly and in financial or non-financial forms. Compensation appears important for the employees as individuals, because the quantity of compensation earned reflects their job demands among the employees themselves, which can lead to an increase in their job satisfaction level. According to (Angelita et al., 2021; Sudiarditha, 2019), this statement reflects that if an employee receives compensation that has a proper element of justice, there will be a sense of satisfaction in completing the obligations of their duties. This is because the feeling of receiving an adequate amount of compensation can influence an employee's job satisfaction (Shofiyah & Dini, 2024).

H4: Compensation has a significant effect on job satisfaction.

The Effect of Job Satisfaction on Employee Performance. Employee job satisfaction is the outcome of an assessment or evaluation process that has been carried out, where there is a satisfying feeling from the employee's job (Helmi & Abunar, 2021). An employee's consideration of whether feeling suitable or unsuitable for a job is not impossible, as job satisfaction can serve as a measuring tool. This is because the employee's job satisfaction affects the compassion to help their colleagues at work, which affects the overall employee performance productivity (Angelita et al., 2021).

Based on previous research result from (Saroni et al., 2023), job satisfaction is a measuring tool that is able to evaluate the level of employee performance based on the type of work, guidance or direction given by seniors, and the final work results that have been achieved. Consequently, an employee's dedication can rise if their company prioritizes the level of its employee job satisfaction (Febiola et al., 2024). Both studies are in line with (Ariani, 2023; Idris et al., 2020;

Lestari et al., 2022), who found a positive and significant effect of job satisfaction on employee performance.

H5: Job satisfaction has a significant effect on employee performance.

The Effect of Motivation on Employee Performance through Job Satisfaction. Based on the result of the research acquired from (Andani & Ardana, 2020), job satisfaction is a mediating variable that plays a major role in mediating motivation variable with employee performance variable. Or in another interpretation, motivation has a significant effect on employee performance through the mediation of job satisfaction. In correspondence with (Sukmawati et al., 2022), this means that the motivation possessed by an employee can indirectly influences the level of employee performance, due to the motivational drive as the variable that elevates the employee job satisfaction.

H6: Motivation indirectly has a significant effect on employee performance through the mediation from job satisfaction.

The Effect of Compensation on Employee Performance through Job Satisfaction. (Anwar & Dewanto, 2022) proved that job satisfaction indirectly plays a significant role as the variable which mediates compensation with employee performance. According to (Ingsih et al., 2022), there is a positive and significant influence in the relationship between compensation and employee performance, which is mediated by the job satisfaction variable. When there is a correlation in receiving compensation with the performance delivered by employees, there will be a sense of sufficient feeling of satisfaction within the employees. The employees' needs that are met through genuinely proper compensation will lead to better employee performance.

H7: Compensation indirectly has a significant effect on employee performance through the mediation from job satisfaction.

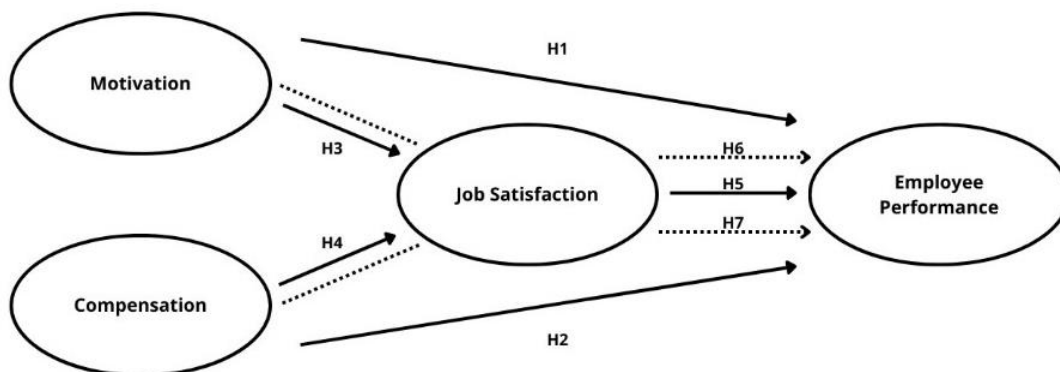


Figure 1. Conceptual Framework (Research Model)

Source: (Pudjiastuti & Sijabat, 2022), Indonesia

2. RESEARCH METHODS

Quantitative approach was conducted, that began by utilizing Google Form as the research instrument to collect data from respondents in order to test the relationships between variables from all the seven hypotheses included in this study. In addition, purposive sampling was also used as the sample data collection technique, with the criteria that the respondents are SLB teachers in Batam City, either who have the status of honorary, contract, or permanent teachers. The sampling process was carried out by distributing questionnaires digitally using the Likert scale, wherein: 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree), to SLB teachers who work in Batam City, as a tool in measuring the attitudes and opinions of the respondents on questions related to the objectives of this study (Sugiyono, 2013).

The purpose of this research is to observe, identify, and examine the relationships between the four existing variables from the research model used, namely: motivation and compensation as the independent variables, job satisfaction as the mediating or intervening variable, and employee performance as the dependent variable. The sample size determination table that was initiated by (Krejcie & Morgan, 1970), specifies a minimum sample of 80 if the population size of the research subject is 100. In this study, size of the sample that was successfully obtained and collected amounted to 84 out of 101 teachers as of June 2024 from seven out of eight extraordinary schools that are located in Batam City, according to the reported data taken from the official website of Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia (Kemendikbudristek RI).

The analysis carried out in this research goes through several stages, firstly starting with conducting the CMB (Common Method Bias) test, then evaluating or assessing the outer and inner model, followed by the hypothesis testing, and finally the R-Square test. For the data analysis technique, SmartPLS (Smart Partial Least Square) version 3.2.9 analytical tool was used to help analyze and measure the data from the respondents who have been collected. The outer model is a measurement model that functions to analyze the validity and reliability of each existing indicators, while the inner model is a structural model that functions to show the significance of each relationship between the existing variables, where in the research model used consists of seven relationships between variables.

3. RESULTS & DISCUSSION

Respondents' Characteristics. The respondents for this research are categorized into two genders, namely 75 female respondents (89,3%) and 9 male respondents (10,7%). The percentage distribution of the respondents' ages is ≤ 23 years old (11,9%), 23-28 years old (27,4%), 28-33 years old (15,5%), and ≥ 33 years old (45,2%). In addition, the respondents' monthly income is categorized into as much as; $\leq UMK$ (City Minimum Wage) (91,7%), UMK -Rp6.000.000 (6%), Rp6.000.000-Rp7.500.000 (0%), Rp7.500.000-Rp9.000.000 (1,2%), and \geq Rp9.000.000 (1,2%). This research's subject is also categorized based on their latest education, employment status, and employment length of time (tenure), with the following tables:

Table 1. Respondents' Demography Data (Latest Education)

Categories	Total	Percentage
High school / equivalent	13	15,5%
Diploma	4	4,8%
Bachelor	66	78,6%
Master	1	1,2%
PhD	0	0%
Total	84	100%

Source: Processed Data (2024)

Table 2. Respondents' Demography Data (Employment Status)

Categories	Total	Percentage
Honorary	19	22,6%
Contract	22	26,2%
Permanent	43	51,2%
Total	84	100%

Source: Processed Data (2024)

Table 3. Respondents' Demography Data (Length of Work)

Categories	Total	Percentage
≤ 1 year	23	27,4%
1 - 2 years	7	8,3%
2 - 3 years	5	6%
3 - 4 years	3	3,6%
4 - 5 years	8	9,5%
≥ 5 years	38	45,2%
Total	84	100%

Source: Processed Data (2024)

CMB Test (Inner VIF Values). The CMB (Common Method Bias) test is conducted to identify whether there is a collinearity problem between the constructs or not. According to (Hair et al., 2019), the ideal VIF value is under 3 and should not be more than 5.

Table 4. CMB Test (Inner VIF Values)

Variables	Compensation	Employee Performance	Job Satisfaction	Motivation
Compensation		2.080	1.592	
Employee Performance				
Job Satisfaction		2.489		
Motivation		2.029	1.592	

Source: Processed Data (2024)

Based on the result obtained from Table 4, the VIF test result is declared to be free from the indication of CMB (Common Method Bias) with ideal values because they are below 3.

Convergent Validity Test (Loading Factors). The convergent validity test is initially conducted through the evaluation of the loading factors seen in Figure 2. In analyzing the outer loadings, the criterion to be taken into account is the value of each loading factor, where the value has to be greater than 0.6 in order to be considered valid (Hair et al., 2019).

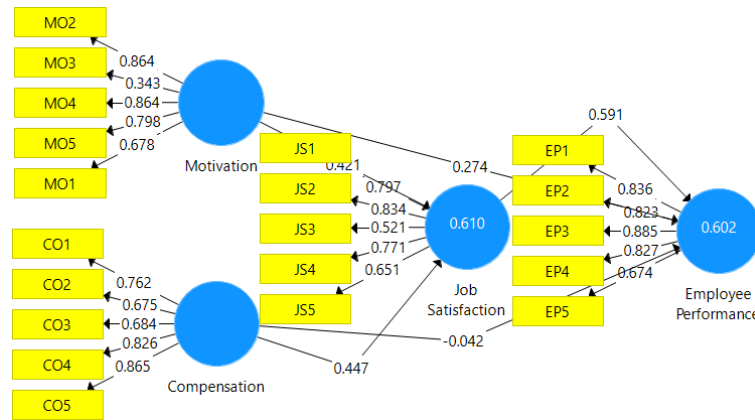


Figure 2. Convergent Validity Test (Initial Loading Factors)

Source: Processed Data 2024, Indonesia

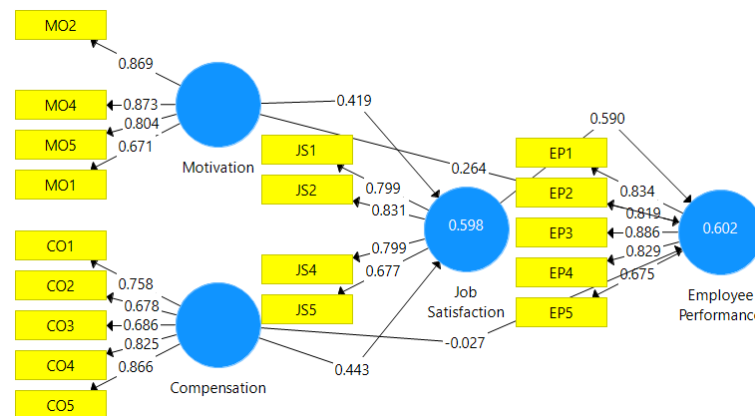


Figure 3. Convergent Validity Test (Final Loading Factors)

Source: Processed Data 2024, Indonesia

Therefore, the indicators which do not meet the requirement are MO3 with the value of 0.343 and JO3 with the value of 0.521, which have been eliminated to be recalculated and get new result of loading factors as shown in Figure 3. The purpose of the validity test itself aims to find out the level of validity of the research questionnaire that has been distributed digitally via Google Form in order to obtain and measure the research data gathered from the respondents, whom are the research subject of this study.

Discriminant Validity Test (Fornell-Larcker / Square Root of AVE). The discriminant validity test is carried out by being aware of the criterion from (Fornell & Larcker, 1981) or the square root of AVE (Average Variance Explained).

Table 5. Discriminant Validity Test (Fornell-Larcker / Square Root of AVE)

Variables	Compensation	Employee Performance	Job Satisfaction	Motivation
Compensation	0.766			
Employee Performance	0.546	0.812		
Job Satisfaction	0.698	0.753	0.779	
Motivation	0.610	0.654	0.689	0.809

Source: Processed Data (2024)

As shown in Table 5, the square root value of each construct is higher than the correlation value. The constructs of the research model used are therefore revealed to have good discriminant validity. The construct itself is categorized into two types, namely the constructs of exogenous and the endogenous. In the research model used in this study, motivation and compensation are labeled as the constructs of exogenous, because they are the variables that are unable to be influenced or unpredictable by other variables. Meanwhile, job satisfaction and employee performance are labeled into the constructs of endogenous because they able to be influenced or predictable by other variables.

Discriminant Validity Test (HTMT). The discriminant validity test is also carried out by conducting the HTMT (heterotrait-monotrait ratio of correlations) and being mindful of the criterion.

Table 6. Discriminant Validity Test (HTMT)

Variables	Compensation	Employee Performance	Job Satisfaction	Motivation
Compensation				
Employee Performance	0.616			
Job Satisfaction	0.864	0.880		
Motivation	0.721	0.763	0.815	

Source: Processed Data (2024)

As shown in Table 6, the HTMT value for each construct is less than 0.9. That being so, the constructs from the research model used are therefore declared to have good discriminant validity in accordance with the criterion recommended by (Henseler et al., 2015).

Reliability Test. Reliability test is done through evaluation on the Cronbach’s Alpha and Composite Reliability values. The purpose of the reliability test itself aims to measure the accuracy and consistency of the respondents’ answers through the research instrument, which serves as the indicators in measuring the exogenous and endogenous constructs.

Table 7. Reliability Test

Variables	Cronbach’s Alpha	Composite Reliability	AVE
Compensation	0.824	0.876	0.587
Employee Performance	0.869	0.906	0.659
Job Satisfaction	0.785	0.860	0.607
Motivation	0.821	0.882	0.654

Source: Processed Data (2024)

Based on the processed data from Table 7, all variables all considered to be reliable because they have met the requirement that requires the value higher than 0.7, as recommended by (Hair et al., 2019). In addition, the AVE value of each variable is also higher than 0.5, therefore it can be stated that it has met the requirement (Chin, 1998; Ghozali, 2021).

Hypothesis Testing. Hypothesis testing is carried out by attentively paying attention to the direct and indirect effects of each relationship between existing variables. The minimum criteria are the t-statistics greater than 1.96 and p-values lower than 0.05 (Ghozali & Latan, 2015).

Table 8. Hypothesis Testing

Relationships between Variables	Original Sample	T-Statistics	P-Values	Description
Motivation -> Employee Performance	0.264	2.646	0.008	Significant
Compensation -> Employee Performance	-0.027	0.166	0.868	Insignificant
Motivation -> Job Satisfaction	0.419	3.652	0.000	Significant
Compensation -> Job Satisfaction	0.443	4.282	0.000	Significant
Job Satisfaction -> Employee Performance	0.590	4.964	0.000	Significant
Motivation -> Job Satisfaction ->Employee Performance	0.247	3.092	0.002	Significant
Compensation -> Job Satisfaction -> Employee Performance	0.261	3.188	0.002	Significant

Source: Processed Data (2024)

H1 resulted to have a t-statistic value of $2.646 > 1.96$ and a p-value of $0.008 < 0.05$. Apart from that, the original sample gets a positive result. Thus, motivation is proven to be giving a significant and positive effect on the performance of the SLB teachers in Batam City. This result is in line with (Andani & Ardana, 2020; Mon & Jennifer, 2022; Sipayung & Purba, 2021) from previous years, who stated that motivation plays a role in producing good performances, as employees will perform to their best of abilities due to the presence of support from their seniors and co-workers (Azmy, 2022). They are also in line with (Riyanto et al., 2021) who claimed that the energy generated from motivation can make one's work feel lighter, easier, and faster to be done. In the same year, (Astuti & Amalia, 2021) states that employee performance is the outcome achieved by an employee with the experience, ability, and length of service (tenure) that has been undertaken, that is why motivation is closely linked to employee performance.

H2 resulted to have a t-statistic value of $0.166 < 1.96$ and a p-value of $0.868 > 0.05$. Apart from that, the original sample gets a negative result. Thus, compensation is proven to be giving an insignificant and negative effect on the performance of the SLB teachers in Batam City. This result is in line with (Angelita et al., 2021; Anwar & Dewanto, 2022; Idris et al., 2020) from previous years, who stated that the increase in compensation does not influence the improvement of the employee performance, but there are still other factors that could, such as motivation and job satisfaction. They are also in line with (Azmy et al., 2022; Rosalia et al., 2020) who revealed about the importance of evaluating the compensation policies, in order to develop a fair and competitive reward system for employees, to escalate their productivity. The result obtained and the statement made by (Pudjiastuti & Sijabat, 2022) also aligns with those results, stated that job satisfaction can be fulfilled through the provision of compensation in both financial or non-financial forms.

H3 resulted to have a t-statistic value of $3.652 > 1.96$ and a p-value of $0.000 < 0.05$. Apart from that, the original sample gets a positive result. Thus, motivation is proven to be giving a significant and positive effect on the job satisfaction of the SLB teachers in Batam City. This result is in line with (Andani & Ardana, 2020; Sudiarditha et al., 2018) who stated that motivation plays a role part that is needed by the employees, with the aim of being able to achieve higher job satisfaction. This statement can be interpreted that motivation can influence the level of job satisfaction, although the essence of job satisfaction can be relative or has different impact between one person and another. It is also in line with (Paais & Pattiruhu, 2020), who explained that working is not always tangible as an activity to earn money to satisfy one's wants and needs, it is beyond from just that. For example, the role of one's profession or career may provide quiet high inspiration in their daily life. Furthermore in line with (Sukmawati et al., 2022) with the result that shows when an employee is highly motivated in performing all the tasks assigned to them, it can be indicated or simultaneously affects into better level of job satisfaction. This is because motivation stimulates an individual to work on things with the intent of executing a particular goal that matches up the work payoff to be accomplished, according to the researches from (Farhani, 2019; Shofiyah & Dini, 2024) that are also in line with the result.

H4 resulted to have a t-statistic value of $4.282 > 1.96$ and a p-value of $0.000 < 0.05$. Apart from that, the original sample gets a positive result. Thus, compensation is proven to be giving a significant and positive effect on the job satisfaction of the SLB teachers in Batam City. This result is in line with (Ariani, 2023), who founded the result that explains about the possibility of financial compensation in increasing the level of job satisfaction. Also in line with the revelation from (Sudiarditha et al., 2018) about how salary, benefits, and incentives could influence the amount of job satisfaction gained. While still being in line, the researches' results from (Anwar & Dewanto, 2022; Wicaksono et al., 2023) has proven that an increase of compensation simultaneously increases job satisfaction. Additionally, (Ingsih et al., 2022; Shofiyah & Dini, 2024) also stated that compensation is proven to have significant and positive effect on job satisfaction.

H5 resulted to have a t-statistic value of $4.964 > 1.96$ and a p-value of $0.000 < 0.05$. Apart from that, the original sample gets a positive result. Thus, job satisfaction is proven to be giving a significant and positive effect on the employee performance of the SLB teachers in Batam City. This result is in line with (Astuti & Amalia, 2021; Kawiana et al., 2020), who stated that an employee will experience more growth in their performance when they feel sufficient in terms of comfort and satisfaction with what they have done in their work. (Andani & Ardana, 2020; Anwar & Dewanto, 2022; Korda & Rachmawati, 2022; Saroni et al., 2023) with the results that is also in line, expressed that an employee who experience an increase in job satisfaction will perform maximally to their best. In accordance to (Sipayung & Purba, 2021), the accumulation of high level of performance can be triggered by the accumulating increase in job satisfaction, one of which comes from the trust sustained among co-workers (Sudiarditha, 2019).

H6 resulted to have a t-statistic value of $3.092 > 1.96$ and a p-value of $0.002 < 0.05$. Apart from that, the original sample gets a positive result. Thus, job satisfaction is proven to indirectly giving a significant and positive effect on mediating motivation with the employee performance of the SLB teachers in Batam City. This result is in line with (Sudiarditha et al., 2018), who obtained the evidence that when the job satisfaction of an employee increases due to the presence of high motivation, their level of performance will also simultaneously increase. The statement from (Ingsih et al., 2021) with the same result, explains that an employee will improve their performance further when they experience high job satisfaction, due to the presence of several factors such as motivation which becomes as a driving force. With the same results that are supported from the same year, (Angelita et al., 2021; Sipayung & Purba, 2021) stated that with the encouragement received for the employees' enthusiasm rate, their performance will increase and become better.

H7 resulted to have a t-statistic value of $3.188 > 1.96$ and a p-value of $0.002 < 0.05$. Apart from that, the original sample gets a positive result. Thus, job satisfaction is proven to indirectly giving a significant and positive effect on mediating compensation with the employee performance of the SLB teachers in Batam City. This result is in line with (Sudiarditha et al., 2018) who stated that when employees receive good compensation, their level of job satisfaction will increase and have a positive and significant effect on their performance productivity. In the following year, (Sudiarditha, 2019) obtained the result that compensation is proven to have a

significant effect on employee performance through job satisfaction as mediation. In accordance and in line with (Angelita et al., 2021), the employee performance productivity will increase if there is a growth in the level of employees' job satisfaction, which is influenced by the compensation received.

Table 9. R-Square Test

Variables	R-Square
Employee Performance	0.602
Job Satisfaction	0.598

Source: Processed Data (2024)

R-Square Test. The R-Square test is conducted by taking into account about the following criteria by (Hair et al., 2019), whereas; R-Square > 0.75 which is categorized as “strong”, R-Square > 0.5 which is categorized as “moderate”, and lastly R-Square > 0.25 which is categorized as “weak”. Based on the outcomes that have been obtained, it is concluded that the motivation and compensation variables are able to explain the job satisfaction variable by 0.602 or 60.2% with a moderate category, thus the remaining 0.398 or 39.8% may be explained by other variables outside this study. Subsequently, the variables of motivation, compensation, and job satisfaction are able to explain the employee performance variable by 0.598 or 59.8% with a moderate category, thus the remaining 0.402 or 40.2% may be explained by other variables outside this study.

4. CONCLUSION & SUGGESTION

Conclusion. Based on the set of data that have been analyzed, the findings of this study conclude that there is one among the seven relationships between variables in the research model used, that rejects the previous initiated hypothesis proposal (H_0 is rejected and H_a is accepted), specifically the second hypothesis (H_2) where compensation has a negative and insignificant effect on the performance of the SLB teachers in Batam City. However, there are other variables that have been shown to be able to improve the performance of SLB teachers in Batam City positively and significantly, namely the motivation variable in the first hypothesis (H_1) and the job satisfaction variable in the fifth hypothesis (H_5). In addition, in the relationships between variables of the third (H_3) and fourth (H_4) hypotheses, motivation and compensation together have a positive and significant effect on job satisfaction of SLB teachers in Batam City. On top of that, outcomes from the sixth (H_6) and seventh (H_7) hypotheses are observably proven that job satisfaction is indeed a variable that plays as an important role in mediating the relationship between motivation and compensation variables with the employee performance variable. Or to put it in another way of interpretation, both motivation and compensation have positive and significant indirect effects on the performance of the SLB teachers in Batam City through the mediation of job satisfaction. Therefore, the extraordinary schools' management teams should pay more attention in enhancing whilst maintaining the high motivation level of their teachers, as an increase in motivation simultaneously maintains

the level of job satisfaction and increases the productivity of the SLB teachers' performances in Batam City.

Suggestion. Based on the findings from this study, it is essential to acknowledge the limitations that were encountered. One of which is that the results obtained from this research are specifically only for the 84 SLB teachers in Batam City who contributed in filling out the distributed questionnaire. Therefore, it is possible that the results may differ or not necessarily the same for other research subjects. Nevertheless, the research subjects for future researches ahead maybe the same or similar to this study. Furthermore, the emphasis of this research is on the employee performance. Considering the obligations as teachers who work as one part of the educational forces, future researchers could use and apply different research models for their research subjects, because there is another aspect that could be explored regarding the other variables outside of this study that may also explain a bigger and more complete picture about their influence on the teachers' performance.

ACKNOWLEDGEMENT

THIS RESEARCH COULDN'T HAVE BEEN DONE WITHOUT THE TRUST AND SUPPORT FROM LECTURERS, AS WELL AS FELLOW COLLEAGUES, FRIENDS, AND FAMILY. ADVICES AND GUIDANCE FROM LECTURERS HELPED ALL THE WAY THROUGH THIS RESEARCH'S WRITING PROCESS FROM THE BEGINNING UNTIL THE VERY END. FELLOW COLLEAGUES SHARE THE SAME CONSIDERATION AND UNDERSTANDING ABOUT THE CHALLENGES FACED BY EACH OTHER. AND LAST BUT NOT LEAST, FRIENDS AND FAMILY WHO ARE AT ALL TIMES WILLINGLY HELP GIVE IDEAS FOR THE EXECUTION OF THIS RESEARCH.

REFERENCES

- [1] Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society. *Societies*, 13(3), 65. <https://doi.org/10.3390/soc13030065>
- [2] Allam, F. C., & Martin, M. M. (2021). Issues and Challenges in Special Education: A Qualitative Analysis from Teacher's Perspective. *Southeast Asia Early Childhood Journal*, 10(1), 37–49.
- [3] Andani, N. L. S., & Ardana, I. K. (2020). The Role of Work Satisfaction Mediates the Effect of Work Motivation on Employee Performance Logo House Bali. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 4(2), 45–51. www.ajhssr.com
- [4] Angelita, D., Sutanto, A. T., Matondang, S., Edward, Y. R., & Ginting, R. R. (2021). Analysis on the Effect of Work Motivation, Compensation and Organizational Culture on Employee's Performance with Job Satisfaction as the Intervening Variable at Brastagi Supermarket Gatot Subroto Medan. *South East Asia Journal of Contemporary Business, Economics and Law*, 24(3), 138–145.
- [5] Anwar, Y., & Dewanto, V. (2022). Identification Model of Job Description, Compensation, Rotation Work and the Impact on Employee Performance. *International Journal of Science, Technology & Management*, 3(6), 1796–1806.
- [6] Ariani, D. W. (2023). Relationship Model of Compensation, Motivation, Job Satisfaction and Employee Performance. *International Review of Management and Marketing*, 13(4), 9–13.

- [7] Astarina, I., Fitrijo, T., Hapsila, A., Supriyadi, A., & Cahyono, D. (2022). The Role of Training in Mediating the Effect of Competence, Compensation on Employee Performance. *Jurnal Economia*, 18(1), 132–147.
- [8] Astuti, W., & Amalia, L. (2021). The Relationship between Work Motivation, Job Satisfaction, and Employee Performance: The Moderating Role of Psychology Capital and the Mediating Role of Organizational Commitment. *Jurnal Manajemen Teori Dan Terapan*, 14(2), 102–128. <https://doi.org/https://doi.org/10.20473/jmtt.v14i2.26192>
- [9] Azmy, A. (2022). Effect of Compensation and Organizational Commitment on Employee Performance During WFH at Digital Company. *Jurnal Economia*, 18(1), 70–88. <https://doi.org/https://doi.org/10.21831/economia.v18i1.44949>
- [10] Azmy, A., Risza, H., & Adhykusuma, A. (2022). Implications of work motivation, employee discipline, and compensation on employee performance while working from home at a digital marketing company. *Jurnal Manajemen Dan Pemasaran Jasa*, 15(1), 13–36. <https://doi.org/http://dx.doi.org/10.25105/jmpj.v15i1.12791>
- [11] Bryantami, K. S., Ekawati, & Wahyuni, I. (2023). Pengaruh Motivasi Kerja, Hubungan Interpersonal, dan Burnout (Kejenuhan Kerja) Terhadap Kepuasan Kerja Guru Tunagrahita di SLB Negeri Semarang. *Media Kesehatan Masyarakat Indonesia*, 22(3), 183–188.
- [12] Cahyaningtyas, H., Dale, A. A., Karimah, F. N., & Caesaria, I. (2020). Kebahagiaan Guru Sekolah Luar Biasa (SLB). *Indigenous: Jurnal Ilmiah Psikologi*, 5(1), 93–102. <https://doi.org/10.23917/indigenous.v5i1.11133>
- [13] Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modelling. *Modern Methods for Business Research*, 295(2), 295–336.
- [14] Chrisnanto, C., & Riyanto, S. (2020). The Effect of Work Discipline, Organizational Commitment and Work Motivation on Employee Performance of the Directorate General of Construction Development Minister For Public Works and Housing Republic of Indonesia. *International Review of Management and Marketing*, 10(5), 159–164.
- [15] Dirna, Agung, D. I. B. M., & Jumaidi, N. (2023). The Influence of Various Factors on Employee Performance. *RJOAS: Russian Journal of Agricultural and Socio-Economic Sciences*, 1184(8), 69–77.
- [16] Farhani, F. (2019). Building Employee Performance. *International Review of Management and Marketing*, 9(5), 52–56.
- [17] Febiola, B., Mon, M. D., & Setyawan, A. (2024). The influence of discipline and allowances on employee performance through job satisfaction as a mediating variable evidence. *Jurnal Manajemen Dan Pemasaran Jasa*, 17(1), 117–134. <https://doi.org/http://dx.doi.org/10.25105/jmpj.v17i1.19084>
- [18] Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50.
- [19] Ghozali, I. (2021). Partial Least Square: Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.2.9. *Badan Penerbit Universitas Diponegoro*, 318. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0165>
- [20] Ghozali, I., & Latan, H. (2015). *Partial Least Squares konsep, Teknik dan Aplikasi menggunakan Program SmartPLS 3.0 untuk Penelitian Empiris*. Badan Penerbit Universitas Diponegoro.
- [21] Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>

- [22] Helmi, T., & Abunar, M. (2021). Impact of Job Satisfaction on Employee Job Performance. *PalArch's Journal of Archaeology of Egypt / Egyptology*, 18(14), 510–520.
- [23] Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-Based Structural Equation Modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- [24] Idris, Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The Mediating Role of Job Satisfaction on Compensation, Work Environment, and Employee Performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*, 8(2), 735–751.
- [25] Ingsih, K., Budiantoro, R. A., Hasanatina, F. H., & Ali, S. (2022). Work-life Balance and Compensation on Performance with Job Satisfaction as an Intervening Variable for Millennial Generation Banking Employees. *Jurnal Manajemen Bisnis*, 13(2), 255–276. <https://doi.org/10.18196/mb.v13i2.13947>
- [26] Ingsih, K., Wuryani, W., & Suhana, S. (2021). The Role of Work Environment, Work Motivation, and Leadership to Improve Employee Performance with Job Satisfaction as an Intervening Variables. *Academy of Strategic Management Journal*, 20(3), 1–11.
- [27] Irwan. (2018). Analysis of Organizational Culture, Competence, and Work Motivation: The Effect on Satisfaction and Performance of Government Employees of Parepare. *RJOAS: Russian Journal of Agricultural and Socio-Economic Sciences*, 2(74), 148–155. <https://doi.org/https://doi.org/10.18551/rjoas.2018-02.16> ANALYSIS
- [28] Kawiana, I. G. P., Riana, I. G., Rihayana, I. G., & Adi, I. N. R. (2020). How Transformational Leadership Intensify Employee Performance Mediating by Job Satisfaction. *MIX: Jurnal Ilmiah Manajemen*, 10(3). <https://doi.org/10.22441/mix.2020.v10i3.010>
- [29] Korda, B. B., & Rachmawati, R. (2022). The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction and Employee Commitment. *Jurnal Organisasi Dan Manajemen*, 18(2), 57–73. <https://doi.org/10.33830/jom.v18i2.3706.2022>
- [30] Krejcie, R. V., & Morgan, D. W. (1970). *Determining Sample Size for Research Activities* (pp. 607–610). <https://doi.org/https://doi.org/10.1177/001316447003000308>
- [31] Küçükalkan, K., Sakallı, M., & Avcin, M. (2023). Heliyon Assessment of managerial processes applied in multinational special education institutions. *Heliyon*, 9(9), e19514. <https://doi.org/10.1016/j.heliyon.2023.e19514>
- [32] Lestari, Y. W., Broto, B. E., & Prayoga, Y. (2022). The Effect Of Motivation, Communication And Job Satisfaction On Employee Performance. *International Journal of Science, Technology & Management*, 3(2), 530–536. <https://doi.org/https://doi.org/10.46729/ijstm.v3i2.481>
- [33] Maqhfirah, D., & Harahap, T. Y. (2023). Self Efficacy and Work Stress: The Correlation Studies on SLB Teachers. *International Research Journal of Advanced Engineering and Science*, 8(2), 22–26.
- [34] Mon, M. D., & Jennifer. (2022). Analisis Pengaruh Kecerdasan Emosional, Motivasi dan Keadilan Organisasi terhadap Kinerja Karyawan dengan Organizational Citizenship sebagai Variabel Mediasi. *Jurnal Mirai Manajemen*, 7(1), 113–126.
- [35] Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- [36] Prasetyo, I., Endarti, E. W., Endarto, B., & Aliyyah, N. (2021). Effect of Compensation and Discipline on Employee Performance: A Case Study Indonesia. *Journal of Human University (Natural Sciences)*, 48(6), 277–298.

- [37] Pudjiastuti, S. B. D., & Sijabat, R. (2022). Analysis of the Effect of Compensation, Motivation, and Job Satisfaction to Employee Performance: Case Study at Customer Interaction Division of PT XYZ. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(1), 4130–4143. <https://doi.org/https://doi.org/10.33258/birci.v5i1.4117> 4130
- [38] Putra, H. M. P., & Ashshiddiqi, A. M. (2022). Relationship between Job Satisfaction and Performance in Special School Teachers in Samarinda City. *Lecture Notes in Social Sciences and Humanities: Frontier Research*, 13(3), 311.
- [39] Riyadi, S. (2019). The Influence of Job Satisfaction, Work Environment, Individual Characteristics and Compensation toward Job Stress and Employee Performance. *International Review of Management and Marketing*, 9(3), 93–99. <https://doi.org/https://doi.org/10.32479/irmm.6920>
- [40] Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- [41] Rosalia, P. D., Mintarti, S., & Heksarini, A. (2020). The Effect of Compensation and Motivation on Job Satisfaction and Employee Performance at SMK Medika Samarinda. *Saudi Journal of Business and Management Studies*, 5(7), 448–454. <https://doi.org/10.36348/sjbms.2020.v05i07.009>
- [42] Sadli, A. M., & Usman, U. (2022). Analisis Pengaruh Kompetensi Guru dan Motivasi Kerja terhadap Kinerja Guru pada Sekolah Luar Biasa (SLB) Swasta di Kota Bekasi. *Mulia Pratama Jurnal Ekonomi Dan Bisnis*, 1(1), 33–38.
- [43] Saroni, I., Satyra, A., & Listyarini, S. (2023). Pengaruh WFH dan Transformational Leadership terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Mediasi. *Indonesian Treasury Review: Jurnal Perbendaharaan, Keuangan Negara Dan Kebijakan Publik*, 8(3), 251–269. <https://doi.org/https://doi.org/https://doi.org/10.33105/itrev.v8i3.499>
- [44] Sedik, K. (2021). The Effect of Work Motivation and Compensation towards Performance of Non-Civil Servant Employee with Job Satisfaction as a Mediation Variable. *Asian Journal of Economics, Business and Accounting*, 21(14), 41–55. <https://doi.org/10.9734/ajeba/2021/v21i1430470>
- [45] Shofiyah, S., & Dini, Y. I. F. (2024). Mediation Role of Motivation on Job Satisfaction of Batam Manufacturing Industry's Employee. *International Journal of Economics Development Research*, 5(1), 508–524.
- [46] Sipayung, A., & Purba, K. (2021). The Effect of Motivation, Workload, and Work Environment on Employee Performance through Job Satisfaction as the Intervening Variable at the Environmental Services Office of Deli Serdang Regency. *South East Asia Journal of Contemporary Business, Economics and Law*, 24(6), 120–129.
- [47] Sudiarditha, I. K. R. (2019). Compensation and Work Discipline on Employee Performance With Job Satisfaction As Intervening. *Trikonomika*, 18(2), 80–87. <https://doi.org/10.23969/trikononika.v18i2.1755>
- [48] Sudiarditha, I. K. R., Mukhtar, S., Hartono, B., Herlitha, Sariwulan, T., & Nikensari, S. I. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance PT. Bank XYZ (Persero) Tbk. *Academy of Strategic Management Journal*, 17(4), 1–14.
- [49] Sugiyono. (2013). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. CV Alfabeta.

- [50] Sukmawati, S., Palisuri, P., Ruslan, M., & Nur, I. (2022). The Effect of Organizational Commitment, Interpersonal Communication, and Motivation on Employee Satisfaction and Performance. *International Journal of Artificial Intelligence Research*, 6(11), 1–13. <https://doi.org/10.29099/ijair.v6i1.1.613>
- [51] Wicaksono, A. B., Masyhuri, & Suryantini, A. (2023). The Effect of Motivation, Compensation, Work Environment on Work Performance through Job Satisfaction PT XYZ Palm Oil Company. *Jurnal Manajemen & Agribisnis*, 20(2), 165–174. <https://doi.org/http://dx.doi.org/10.17358/jma.20.2.165>