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The Influence of Compensation, Work Environment, Job Satisfaction, and Emotional Intelligence on Employee Performance: A Literature Review

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Abstract: This literature study aims to ascertain how employee performance is impacted by compensation, work environment, job satisfaction, and emotional intelligence. This research was conducted between 2020 and 2024. This research will be used to inform future studies in the field of human resource management. Relevant research is very important in research articles, which serves to strengthen the theory of relationships between variables. The objects in this study came from various employee fields, such as state-owned enterprise employees, bank employees, civil servants, and hospital employees. So, the results of research be able to provide input to all institutions, including public companies, private companies, government, and also state-owned enterprise on how to improve employee performance. This research uses quantitative and research with a survey method by giving questionnaires to respondent. Another research use with qualitative research with data collection techniques through in-depth interviews, participant observation, and documentation. The results of this study indicate that work environment, job satisfaction, and emotional intelligence have a directly and positively effect on employee performance. And also, compensation have directly and non-directly effect on employee performance.

Keyword: Literature Study, Employee Performance, Human Resource Management, & Quantitative Research.

INTRODUCTION

The strategic process of planning, organizing, managing, and growing human resources in organization is known as human resource management. Conceptually, human resource management (HRM) is the science and art of effectively and efficiently managing HR relationships and roles to achieve company or organizational goals. In practice, however, HRM refers to a method of managing and utilizing HR's potential within an organization to accomplish shared objectives (Dr. Yopi Yulius, 2022). In businesses and organizations, human

resource management is all about managing the workforce, from hiring, training, and development to evaluating employee performance and handling employment relations and compensation to employee. Compensation refers to what employees obtain as a reward for their service efforts to the organization. Every employee within a company hopes to receive compensation that aligns with their expectations. (Santika et al., 2023)

HR management primary goals are to help organization realize its vision and mission, boost efficiency and productivity, establish a positive work environment, maximize employee potential, and boost job satisfaction and loyalty. Supporting HR management primary goals means helping the organization achieve its strategic goals through effective management, development, and empowerment of employees. How to support HR management objectives include adjusting HR strategies such as increasing employee satisfaction and conduct regular performance evaluations and provide constructive feedback. Work environment offers a feeling of security for workers to collaborate while fostering positive connections with colleagues in the same setting. Furthermore, it is also supported by sufficient amenities and infrastructure, which will positively influence employee productivity, thereby enhancing overall employee performance. (Ismoyo, 2023). Consequently, the methods and activities of HRM have a wide-ranging effect on employee performance and morale, which in turn influences the organization's overall performance. (Dr. Daniel Adi Setya Rahardjo, 2022).

The results of research on employee performance have been conducted throughout 2020 to 2024 to see the factors that influence employee performance and the relationship between these variables.

Table 1. Operational Research Variables

No	Research Title	Year and Author	Variable	Research Result
1	Analysis Of The Effect Of Compensation On Employee Performance And Job Satisfaction at PT. Bank Rakyat Indonesia Tbk.	(Yusril Basso, 2020)	Compensation (X1) Job satisfaction (M)	1. compensation has a positive influence on employee performance 2. compensation has a significant effect on job satisfaction 3. Job satisfaction has a significant effect on employee performance
2	The Influence of Compensation on Employee Performance in Shipping Service Companies in Serang City, Indonesia	(Wandi et al., 2022)	Compensation (X1)	Financial and non-financial compensation have a positive and significant effect on the performance of delivery service employees in the Serang City area
3	The Effect Of Work Environment and Work Placement On Employee Performance Mediated by Employee Job Satisfaction at PT. BPRS Bangun Drajat Warga (BDW) Yogyakarta	(Topan, 2020)	Work environment (X2) Job satisfaction (M)	1. work environment influence positively positive for employee performance 2. Work Environment Influences Employee Performance which is mediated by Job Satisfaction

No	Research Title	Year and Author	Variable	Research Result
4	The Effect of Work Environment on Employee Performance at CV. Perkasa Motor in Jayapura City	(Moyau et al., 2021)	Work environment (X2)	work environment has a positive and significant influence on employee performance
5	The Effect of Work Motivation, Work Satisfaction and Work Ethic on Employee Performance of The Department of Youth and Sports of West Nias Regency	(Gulo, 2020)	Job satisfaction (X3)	The results of this study indicate that there is a positive influence between job satisfaction and employee performance. The positive influence shows that the more satisfied employees are with their work, the more their performance will increase.
6	Job Satisfaction and Employee Performance in Civil Servants	(Aisyah Ramadhani Kamilia Jasmine, Ananda Shafa Fadhillah, Marwa Zakia Habibillah, Salma Syahirah Subiantoro, 2023)	Job satisfaction (X3)	job satisfaction affects employee performance.
7	The Effect of Workload and Emotional Intelligence on Nurses Performance with Work Stress as a Mediating Variable (study on hospital nurses at Andalas University)	(Yaswir, 2020)	Emotional Intelligence (X4)	emotional intelligence has a positive and significant effect on nurse performance/ employee performance
8	The Effect of Emotional Intelligence and Burnout on Employee Performance at BKPSDMD Jambi City	(Daniel Simanjuntak, Rion Nofrianda, 2024)	Emotional Intelligence (X4)	emotional intelligence variables influence employee performance

Source: Research data

METHOD

This method uses a literature review study taken from previous research. The act of expanding, analyzing, and locating information that is relevant to the issue under study in the literature (from reading sources, reference books, or other research findings) is known as a literature review. (Sari Anita et al., 2023). So, the process of doing a literature study involves gathering and examining data from a variety of textual sources, including books, journals, scientific papers, research reports, records, and other sources that are pertinent to the issue or topic under investigation.

Understanding the research context by gaining a thorough understanding of theories, concepts, or prior research findings pertaining to a specific issue is the primary goal of a literature study. A literature review can also reveal research gaps by highlighting topics that have not received much attention or that still need clarification. In order to assist construct a theory or hypothesis that serves as the foundation for research, a literature study also aims to promote the creation of a theoretical framework. A literature review is also necessary to prevent research duplication by understanding what has already been done, allowing new research to contribute in a distinctive way.

Furthermore, a literature review can identify the appropriate research method by leveraging pertinent approaches and techniques from earlier studies. This literature review is generally performed in the initial phases of research and can serve a crucial basis for creating high-quality research.

Previous research used quantitative research methods using primary data was taken from respondents using survey and questionnaire methods. Survey and questionnaire results were then processed with statistic method using SPSS and PLS application data. Another research using descriptive qualitative research method to answer the existing hypothesis.

The quantitative data analysis test in the previous study used a validity test to measure the extent to which the data was accurate and relevant to the measurement objectives so that the quality and credibility of the data could be assessed. Reliability tests were also used in the research to assess whether the data produced was consistent and reliable. Data that has passed the validity test and reliability test will be tested for the coefficient of determination, partial test method, classical assumption test, and continued with a hypothesis test using the path analysis method and significance test and also regression test.

Other studies that also use quantitative methods can also use data taken from interview results which are an associative causality research method. Data collection methods are also carried out by taking documentation using descriptive analysis techniques.

RESULTS AND DISCUSSION

Literature study based on research results can be described in the following figure.



Figure 1. Conceptual Framework

Based on previous research, it is known:

Compensation has both a direct and indirect effect on employee performance

A wage system that offers reasonable and equitable compensation will motivate all employees to raise their level of performance. (Rumawas, 2021) Employee performance is significantly impacted by compensation. Pay has an impact on employee performance in a number of ways, including encouraging workers to put in more effort and meet goals, and also job satisfaction. Bonuses and commissions are examples of financial incentives that motivate workers to boost output. Job satisfaction levels rise when workers believe their pay is commensurate with their contributions. Their performance is positively impacted by this contentment. Offering competitive pay has the potential to increase employee loyalty and lower turnover rates. This enables businesses to keep on board seasoned employees. Workers who receive compensation that makes them feel valued are more likely to be dedicated to the organization, which boosts productivity and quality of work. Companies that offer competitive compensation attract top talent, which boosts team productivity and creativity. This is in accordance with the results of research that compensation has a positive influence directly on employee performance and non-directly with positive influence through job satisfaction (Yusril Basso, 2020) and also financial and non-financial compensation have a positive and significant effect on the performance of delivery service employees in the Serang City area

(Wandi et al., 2022). This is in accordance with the research results that performance and compensation variables are positively and significantly correlated (Ichsan, Arsalta Farley. Lubis, 2024).

Good compensation is not only a reward tool, but also a strategic investment to improve individual and organizational performance. Thus, the company can more easily achieve its long-term targets and goals. Increasing compensation to support employee performance requires a planned and fair strategy. Companies can increase compensation to support improved employee performance by requiring a planned and fair strategy through boost remuneration to promote employee performance improvement. This calls for a well-thought-out and equitable strategy that involves modifying employee base salaries to be competitive when compared to other companies. Additionally, businesses and organizations may offer incentives as a reward for meeting team or individual goals. To promote employee motivation at work, make sure the bonus criteria are precise, open, and quantifiable.

Compensation is not only financial. Non-financial incentives such as giving awards such as charters, certificates, or recognition at company events and providing opportunities for training, career development, or promotion as a form of appreciation for performance are examples of compensation that also need to be done. Because, compensation has a significant effect on employee performance (Chevy Herli Sumerli A, Deddy Novie Citra Atra, Yeti, Betty Rahayu, 2022). The results of this study are also in accordance with the conclusions of the thesis research that was conducted, namely that there is a significant influence between competence and employee performance (Anzhori, 2021) and also research show that compensation has a very significant influence on employee performance (Apriyadi et al., 2023).

Additional benefits like health, transportation, education, or family benefits are other ways that companies and institutions can compensate their employees. Nonetheless, it is imperative to guarantee that the benefits align with the individual requirements of the workforce. Paying workers fairly and according to their needs not only boosts their motivation and output but also contributes to a happier and more productive workplace. To ensure that workers comprehend the advantages they receive, this approach needs to be balanced with effective communication.

Companies or institutions give employees the freedom to choose benefits provided by the company or institution according to their needs, such as insurance, additional leave, or educational assistance will certainly provide added value for employees. Because the additional needs of employees with other employees are certainly very different. Providing options such as stock ownership, pension plans, or annual bonuses can be tied to long-term performance. This strategy can also increase employee loyalty to the company.

Work environment has a direct effect on employee performance

Everything surrounding the workplace that may have an impact on workers well-being, productivity, and performance is referred to as the work environment. Human resource management is currently focused on ways to enhance the quality of the workplace, particularly through initiatives to boost productivity and work-life balance as well as physical working conditions to optimize worker health and safety. Enhancing or raising the physical and non-physical aspects of the workplace is the main goal (Susanto, 2022).

An example of building a physical environment is how a company or institution builds a comfortable work space for employees. Meanwhile, building a comfortable non-physical work environment can be done by companies or institutions by building good communication between employees and with companies or institutions and how employees can build teamwork and a good work culture.

Establishing effective communication between organizations and their workforce is crucial to fostering a positive, productive, and healthy work environment. Companies and

organizations can foster effective communication by offering channels like email, internal communication apps, or frequent meetings. Ensure that staff members are aware of whom to direct any concerns, recommendations, or inquiries. The use of application technology such as Slack, Microsoft Teams, or HR platforms can also serve to facilitate communication between employees to company or between employees. Ensure all employees have access to critical information at any time. Establishing effective communication can also build a good work culture. Based on previous research results it is known that organizational culture has a direct contribution to employee performance and organizational environment supports company performance (Zacharias et al., 2021) and also another research said that organizational culture had a positive and significant effect on performance (Paais & Pattiruhu, 2020).

Company and institutional leaders must be role models in implementing a good work culture. The attitudes, decisions, and actions of leaders must reflect the values of the organization. A leader can give recognition to employees who excel, either through formal awards or direct praise. Formally, giving awards to employees can motivate and appreciate hard work so that it can improve employee performance. A company leader's job is to pay attention to, improve, and organize the work environment so that employees can work effectively in the organization. The work environment is one of the primary supporting factors in the company's wheels, so it must be taken into consideration (Winarsih et al., 2020).

Good communication is not only carried out between employees and the company but also needs to be carried out between employees. Building good teamwork requires communication, trust, and commitment from each member. Building teamwork can be done through clear goal setting. Clear goal setting by setting specific, measurable, achievable, and relevant targets and having a clear deadline is believed to build a good teamwork. By creating a supportive work environment, building trust, and providing opportunities for growth, teams will be more productive and harmonious. It is known as one of the social environment.

According to the previous research results it is also known that improvements to the physical and social work environment had a significant positive impact on employee performance with used descriptive qualitative research method with data collection techniques through in-depth interviews, participant observation, and documentation (Dulloh et al., 2024). In addition to boosting employee productivity, a positive work environment will foster a sense of teamwork and give employees the drive and fortitude to enhance their work. Employee performance can be enhanced by a favorable work environment and decreased by an unfavorable working environment. When people are able to perform tasks in a safe, comfortable, healthy, and optimal manner, the working environment is considered in a good condition (Moyau et al., 2021).

The literature demonstrates that self-efficacy and motivation are important performance factors since they both have a major impact on job performance (Yan et al., 2020). A comfortable and supportive work environment can increase motivation. Motivation encourages employees to work with full dedication, so that their work results are of higher quality. Motivated employees tend to be more productive because they have a clear spirit and goals. Well-managed work motivation can be a strategic investment for companies to improve employee performance while achieving business goals more effectively.

Job satisfaction has a direct effect on employee performance

The degree of contentment or happiness an individual has with their work is known as job satisfaction, and it reflects how they feel about various aspects of the job, including tasks, the work environment, salary, relationships with coworkers, and opportunities for career development. Because job satisfaction affects productivity, employee loyalty, and workforce retention rates, it is frequently regarded as a crucial indicator in Human Resource Management (HRM). The organization's strategy and employee expectations should guide the direction of

human resource management (HRM) policies and practices (Riyanto et al., 2021). Employees need to be satisfied with their work so that their performance in the company improves.

Salary, supervision, a safe workplace, and career progression are the primary elements that contribute to employee job satisfaction. Job satisfaction is also influenced by the accuracy of work, social relationships at work, and skill appreciation (Irma Yuliani, S.E., 2023). Employees will be able to satisfy their egoistic, social, and physical needs with compensation, which will allow them to feel satisfied with their work. So, A person's overall views and feelings about their work, including aspects like the workplace culture, teamwork among coworkers, job-related incentives, and psychological and physical aspects, are all included in job satisfaction. It is difficult to obtain or sustain high employee performance, though. Because low employee involvement can impact company performance, top leaders of the companies or organizations need to be aware of the situation and how their staff members are involved in their work.

Job satisfaction has many advantages, including increased productivity and profitability for the company and enjoyment of work, employee involvement, control over the workplace, and a sense of belonging to the company's workplace for employees. So that companies and institutions need to pay attention to employee job satisfaction. Based on previous research, we can know that research results show the relationship between job satisfaction and employee performance has a positive relationship (Nanda et al., 2022). This is in line with research shows that demonstrate the significant impact job satisfaction has on raising employee performance (Pazrina, 2024). Even though there are other factors that influence this, job satisfaction plays a big role. Therefore, in order to support the improvement of overall organizational performance, management must focus on and enhance aspects of employee job satisfaction.

While dissatisfied employees usually feel miserable about their job, satisfied employees enjoy their work. Physical and mental health issues, employee turnover, and absenteeism have all been closely linked to job dissatisfaction. Additionally, when workers are unhappy in their jobs, they become less engaged at work, less committed to the company, more pessimistic, and a host of other negative effects. Numerous factors, such as unpleasant working conditions, an overwhelming workload, low salary, few opportunities for career advancement, and a lack of recognition, can contribute to job dissatisfaction.

Another research state that employee satisfaction with their work indicates that current employees' performance is positively impacted. Salary is the study's measure of job satisfaction (Paparang et al., 2021). This research supports other research that shows raising employee job satisfaction can motivate workers to put in more effort and perform better (Hendrayana et al., 2021). Therefore, organizations and companies must support their staff by offering bonuses or raising their salaries to those who perform well and contribute significantly to their business and organizations.

Emotional intelligence has a direct effect on employee performance

The ability to identify, comprehend, regulate, and control one's own emotions as well as those of others is known as emotional intelligence. It is impossible to exaggerate the value of emotional intelligence in the workplace (Suryaningsih, Chatarina. Saripuddin. Widjiyati, Nur. Sumiyanto, 2024). Self-awareness, emotional regulation, self-motivation, empathy, and social skills are all components of emotional intelligence, which enhances a person's capacity to engage with colleagues, resolve conflict, and make wise decisions in challenging circumstances. Employees with high emotional intelligence are typically better at handling stress, forming positive working relationships, and handling difficulties with composure. They can adjust to organizational changes and improve team productivity by being aware and in control of their own emotions.

Employee performance is significantly impacted by emotional intelligence in a number of ways. High emotional intelligence, employees can effectively handle stress, stay focused,

and produce quality work. They are more capable of overcoming obstacles without becoming demotivated. By fostering positive working relationships with coworkers, leaders, and subordinates, emotional intelligence can assist employees in adjusting to changes in the workplace, including policy changes, technological advancements, or new roles within the company or organization. This fosters a positive work environment. High emotional intelligence workers can communicate ideas clearly, listen with empathy, and comprehend the viewpoints of others, which promotes cooperation and lessens conflict. With the ability to recognize and manage emotions, employees can make more rational decisions and avoid the influence of negative emotions. So that, employee emotional intelligence and its determinants, including self-awareness, emotional management skills, empathy, social skills, intrapersonal and interpersonal motivation, stress management, mental and physical health, and the company's culture and social values, must be taken into consideration by companies and organizations (Ni Wayan Ari Sudiartini, 2024).

Since employees are able to identify, control, and manage their own emotions, their emotional intelligence can have an impact on their performance. Employees are able to comprehend the importance of self-motivation and promptly meet it, which leads to improved performance. Based on previous research show that employees who are able to consider the feelings or empathy of their coworkers and who have established social relationships with one another also perform at their best. In order for employees to perform well, this condition can sustain a more peaceful and comfortable atmosphere and work environment (Karambut et al., 2023).

According to the findings of other research, employee performance is positively impacted by the emotional intelligence variable (Farin et al., 2022). This suggests that employees with high emotional intelligence will be able to perform their jobs effectively, and employees without high emotional intelligence will not be able to perform their jobs effectively. Employees with high emotional intelligence are better able to handle and execute ideas and ideals, which will enhance their performance. They can also react to the work that they encounter effectively.

Management of the companies and organizations must give careful consideration to the significance of an employee's performance. One of the internal elements influencing employee performance is emotional intelligence. Employees with high emotional intelligence are able to fulfill tasks in accordance with the company's goals. Based on the findings of other research, it is evident that employees with high emotional intelligence can significantly improve their performance (Widyanti Ula, 2020). The findings of this study have practical implications for management, particularly in production companies, in terms of enhancing emotional intelligence, which is consistent with other research findings. Employee performance will improve if emotional intelligence is raised. On the other hand, poor emotional intelligence will result in lower employee performance (Hanggara & Sumarno, 2021).

In addition, employees with high emotional intelligence tend to be better able to resolve conflicts constructively, seeking mutually beneficial solutions. Emotional intelligence in leadership positions allows leaders to inspire groups, give constructive criticism, and keep team morale high. Therefore, in order to create a productive and harmonious work environment, emotional intelligence is a valuable asset for both employees and organizations.

CONCLUSION

Based on the formulation of the article, the results and discussion studied and discussed in this article, it can be concluded that work environment, job satisfaction, and emotional intelligence have a direct and positive effect on employee performance. And also, compensation have directly and non-directly effect on employee performance. From the conclusion, the suggestion in this article is that companies and organizations must pay attention to their work environment, their employee job satisfaction, their employee emotional

intelligence, and also their compensation given to employees, so that employee performance can be maintained and even improved.

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