



THE EFFECT OF WORK MOTIVATION AND COMPENSATION ON PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLES IN NADENGGAN 18 AUTOCARE

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ABSTRACT

This study aims to determine the influence of work motivation and compensation on employee performance, with job satisfaction serving as a mediating variable, at Nadenggan 18 Autocare. The research process involved several stages: preparation, instrument development, data collection via questionnaires distributed to respondents, data processing and analysis, and the compilation of the final report. The sample consisted of all employees at Nadenggan 18 Autocare. Based on the research findings and discussion regarding the influence of work motivation and compensation on employee performance mediated by job satisfaction at Nadenggan 18 Autocare, the following conclusions can be drawn: Work motivation (X_1) has a positive and significant effect on employee job satisfaction (Z) at Nadenggan 18 Autocare; internal drives, such as the pride of working at a premium care center, foster psychological satisfaction. Compensation (X_2) has a positive and significant effect on employee job satisfaction (Z) at Nadenggan 18 Autocare; a wage and commission system perceived as fair is a key factor in ensuring employee financial satisfaction. Work motivation (X_1) has a positive and significant direct effect on employee performance (Y) at Nadenggan 18 Autocare; high morale tangibly impacts the discipline and precision of the crew when providing car care services. Compensation (X_2) does not have a significant direct effect on employee performance (Y) at Nadenggan 18 Autocare; monetary or material incentives do not automatically boost mechanic productivity unless accompanied by the management of physical fatigue and the pressures of fieldwork. Job satisfaction (Z) has a positive and significant effect on employee performance (Y) at Nadenggan 18 Autocare. Employees who feel happy and comfortable in their work environment have been shown to produce higher-quality car restoration results. Job Satisfaction (Z) was found to significantly mediate the effect of Work Motivation (X_1) on Employee Performance (Y), acting as a partial mediator. Job Satisfaction (Z) was also found to fully mediate the effect of Compensation (X_2) on Employee Performance (Y). This implies that financial budgeting policies issued by management must pass through the channel of job satisfaction to be effectively converted into tangible workplace productivity.

1. INTRODUCTION

Source Power man is one of the component important in sustainability something organization or company. Success company in reach objective No only depends on the technology and capital owned, but is also influenced by the ability company in manage source Power man in a way effective. Employees as source Power main own role strategic in operate activity operational, improving productivity, as well as give contribution to achievement objective company (Rawal, 2023). By Because that, the company need notice various factors that can increase quality and performance employee performance employee be one of aspect important things that need to be done noticed by the company Because describe level success employee in carry out duties and responsibilities the answer given (Aflah et al., 2021). Good performance will give impact positive to productivity company, quality services, as well as achievement of organizational targets. On the other hand, low performance employee can cause operational processes are hampered and the decline ability company in face competition business (Panisoara et al., 2020).

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One of factors that can influence performance employee is motivation work. Motivation Work is the impulse that comes from from in and outside self employees who cause somebody own desire For Work optimally in reach objective certain (Umbu Lodong et al., 2025). Employees who have motivation tall tend show Spirit work, responsibility responsibility, and more commitment Good in finish his work. On the other hand, the low motivation can cause employee not enough enthusiastic, less productive, and not maximum in operate his/her task (Astari, 2024). Motivation work and compensation own influence to improvement performance employees, so that second factor the need get attention in management source Power humans (Widarko & Anwarodin, 2022).

Besides motivation work, compensation also becomes factors that play a role in increase performance employee compensation is form awards given company to employee as reward on work that has been done (Asrar-ul-Haq et al., 2017). Appropriate and fair compensation can increase satisfaction employees, strengthening loyalty, as well as push employee For give performance best for company. Compensation own connection with motivation work and performance employees, so that giving proper compensation become one of the company's strategies in increase productivity employees (Setyaningsih & Sunaryo, 2021).

In a relationship between motivation work, compensation, and performance employee satisfaction Work own role important as variables mediation. Satisfaction Work describe level feeling positive employee to work, environment work, and awards received from company (Toropova et al., 2021). Employees who feel satisfied to his job will more pushed For give optimal contribution so that can increase performance. On the other hand, dissatisfaction Work can lower Spirit work and impact to achievement company. Motivation and compensation influential to performance employee through satisfaction Work as intervening variable, which shows that satisfaction Work become factor important in explain connection between factors (Srimulyani & Hermanto, 2021).

Nadenggan 18 Autocare as company in operation in field service automotive also needs performance optimal employees for guard quality service and fulfill need customers. In activity operational, employees sued For own ability, responsibility answer, and Spirit high level of work so that every work can completed with good (Káčovský et al., 2023). However, based on the conditions that occur in the company, there are indication existence related issues with source Power humans, such as motivation unfinished work maximum, giving compensation that is still need evaluated, as well as existence possibility decline performance employee (Rambe & Nofrizal, 2022). Condition the become reason important For do study more carry on about factors that influence performance employees. Based on description said, can known that motivation work and compensation is potential factors influence performance employees, good in a way direct and through satisfaction Work as variables mediation. By Because that, research This done with title " Influence Motivation Work and Compensation on Employee Performance with Satisfaction Work as Variables Mediation at Nadenggan 18 Autocare."

2. RESEARCH METHODS

This research was conducted at Nadenggan 18 Autocare located on Jalan Brigjend Katamso, Next to Gang Al Fajar No. 328, Sei Mati Village, Medan Maimun District, Medan City, North Sumatra Province 20159. This research was conducted from August-September 2026. The implementation of the research includes several stages, namely research preparation, preparation of research instruments, data collection through distributing questionnaires to respondents, data processing and analysis, and preparation of research results reports (Amtu et al., 2020).

The types and sources of data in this study consist of:

- a. Primary data, namely data obtained directly from respondents through distributing questionnaires, observations and interviews.
- b. Secondary data, namely supporting data obtained from company documents, literature, books and previous research that is relevant to the research.

Data collection techniques are the methods used by researchers to obtain the information and data needed for their research. In this study, the data collection techniques used are as follows:

a. Questionnaire

Questionnaires are a data collection technique carried out by providing a number of written questions or statements to respondents to obtain information regarding research variables (Komaria et al., 2024). In this study, questionnaires were given to Nadenggan 18 Autocare employees as respondents to determine their perceptions of work motivation, compensation, job satisfaction, and employee performance (Wijoyo et al., 2020). Measurement of respondents' answers used a Likert scale with answer choices ranging from strongly disagree to strongly agree (Serang et al., 2023).

b. Observation

Observation is a data collection technique carried out through direct observation of the conditions and activities that occur at the research location. Observations in this study were carried out by observing the work activities of employees at Nadenggan 18 Autocare, including work environment conditions, work implementation processes, levels of discipline, and phenomena related to work motivation, compensation, job satisfaction, and employee performance (Kocman & Weber, 2018).

c. Interview

Interviews are a data collection technique conducted through a direct question-and-answer process between researchers and those with relevant information about the research object. Interviews were conducted with management or employees at Nadenggan 18 Autocare to obtain supporting information regarding the company's condition, compensation system, employee motivation, and issues related to employee performance (Tampubolon & Sibuea, 2023).

Population is the entire object or subject of research that has certain characteristics in accordance with the objectives of the research. The population in this study is all employees who work at Nadenggan 18 Autocare (Abdullah, 2021). The selection of employees as the research population is based on the consideration that employees are parties who directly experience and understand the conditions related to work motivation, compensation, job satisfaction, and employee performance (Ninaus et al., 2021). Therefore, all employees of Nadenggan 18 Autocare are considered to have appropriate characteristics to provide the information needed in this study (Sudiardhita et al., 2022).

A sample is a part of the number and characteristics of a population that is used as a source of research data. The sampling technique used in this research is saturated sampling (census). Saturated sampling technique is a method of determining samples by using all members of the population as research samples (Fuadiputra & Rofida Novianti, 2021). This technique is used when the population is relatively small so that all members of the population can be used as respondents to obtain more accurate data and describe the actual conditions. Thus, the sample in this study is all employees of Nadenggan 18 Autocare, which is (adjusted to the number of company employees). All employees who are sampled will be given a questionnaire as a research instrument to measure the variables of work motivation, compensation, job satisfaction, and employee performance (Siburian et al., 2021).

This study uses a quantitative research type with an associative approach. Quantitative research is a research method used to test the relationship between variables through numerical data obtained from measurement results and analyzed using statistical techniques (Waworuntu et al., 2022). The quantitative approach is used in this study because it aims to measure and analyze the influence between research variables objectively based on empirical data obtained from respondents (Wolomasi et al., 2019).

The associative approach is used to determine the relationship or influence between two or more variables. In this study, the associative approach is used to analyze the influence of work motivation (X1) and compensation (X2) on employee performance (Y) with job satisfaction (Z) as a mediating variable at Nadenggan 18 Autocare (Davidescu et al., 2020). Through this approach, research was conducted to determine the direct influence between independent variables on dependent variables as well as the indirect influence through mediating variables. (Fatmasari et al., 2022). Testing of the relationship between variables was conducted based on data obtained through distributing questionnaires to Nadenggan 18 Autocare employees, then analyzed using statistical methods to obtain research conclusions (Sitopu et al., 2021).

Thus, this quantitative research with an associative approach is expected to be able to provide an empirical picture of the relationship between work motivation, compensation, job satisfaction, and employee performance at Nadenggan 18 Autocare (Arif et al., 2019).

Data analysis techniques are methods used to process and analyze data obtained from the results of distributing questionnaires to respondents. Data analysis in this study was conducted to determine the effect of work motivation (X1) and compensation (X2) on employee performance (Y) with job satisfaction (Z) as a mediating variable at Nadenggan 18 Autocare (Fahmi et al., 2022).

A measurement scale is a method used to determine the value or size of a research variable based on the answers given by respondents. In this study, the variables Work Motivation (X1), Compensation (X2), Job Satisfaction (Z), and Employee Performance (Y) were measured using a Likert scale.

3. RESULTS AND DISCUSSION

Nadenggan 18 Autocare is a business engaged in automotive maintenance and repair services in Medan City. Located on Jalan Brigjend Katamso, Next to Gang Al Fajar No. 328, Sei Mati Village, Medan Maimun District, Medan City, this company is committed to providing the best service for owners of four-wheeled and two-wheeled vehicles. Nadenggan18 Autocare was founded as a local business in the field of vehicle maintenance (*car care*) that focuses on innovative methods of washing and restoring vehicles in Medan City (Bharadwaj et al., 2022a). This business started from a conventional vehicle washing service (*doorsmeer*). Armed with the name " Nadenggan " which in the Toba Batak language means "the good" or "the best" the business owner carries the philosophy of providing the best quality service for every customer's vehicle that comes. The number 18 was added as a brand identity for their washing which is located in a strategic area of Medan Maimun District (Basalamah & As'ad, 2021).

Characteristics Respondents

In a way general, characteristics respondents who usually seen in interview. As for the characteristics respondents that is used in study This that is

Cashier or Digital Marketing

They have in-depth knowledge of Nadenggan 18 Autocare operations.

The number of research respondents was 30 people.

Validation and Reliability Test Results

Before data can be further analyzed using descriptive or inferential statistics, the research instrument must first undergo validity and reliability testing. This step is crucial to ensure that each questionnaire item is valid in measuring the variable and consistent (reliable) when used again. This study used a trial sample of 30 respondents (N = 30). The determination of the critical value refers to the *r* Product Moment statistical table at a significance level of N = 30, $\alpha = 5\%$, $r_{tabel} = 0.361$

Valid Conditions: If the value $> (0.361)$

Reliable Conditions: If the Cronbach's Alpha value > 0.60 .

Validation Test Results

Questionnaire is valid or not. done with compare Pearson Correlation value (r_{hitung}) with value (r_{tabel}). If (r_{hitung}) 0.361 then indicator the declared valid (Chapman & Rich, 2018).

Table 1. Validity

Research Variables	iNDICATORS	R-count	R-table value	Status
Work Motivation (X ₁)	X1.1	0.645	0.361	VALID
	X1.2	0.712	0.361	VALID
	X1.3	0.688	0.361	VALID
	X1.4	0.734	0.361	VALID
	X1.5	0.612	0.361	VALID
Kompensasi (X ₂)	X2.1	0.697	0,361	VALID
	X2.2	0,755	0,361	VALID
	X2.3	0.623	0,361	VALID
	X2.4	0,781	0,361	VALID
	X2.5	0,704	0,361	VALID
Kepuasan Kerja (Z)	Z.1	0.619	0,361	VALID

	Z.2	0,822	0,361	VALID
	Z.3	0.821	0.361	VALID
	Z.4	0.776	0.361	VALID
	Z.5	0.833	0.361	VALID
	Y.1	0.711	0.361	VALID
	Y.2	0.689	0.361	VALID
Employee Performance (Y)	Y.3	0.742	0.361	VALID
	Y.4	0.655	0.361	VALID
	Y.5	0.783	0.361	VALID

Based on the Validity Test Results Table above, it is known that all statement items for the variables Work Motivation (X1), Compensation (X2), Job Satisfaction (Z), and Employee Performance (Y) have Pearson Correlation values (r_{tabel}) ranging from 0.612 to 0.833. These values are overall greater than the value (r_{hitung}) for the sample $N = 30$ at a significance level of 5%, which is 0.361. Thus, it can be concluded that all questionnaire indicator items in this study are declared VALID and can be used for further data collection (Bharadwaj et al., 2022b).

Reliability Test Results

Reliability testing is used to determine the consistency of measuring instruments in collecting data. A variable is considered reliable if it produces a *Cronbach's Alpha coefficient value* > 0.60 .

Table 2. Reliability Test Results

No.	Research Variables	Cronbach's Value	Alpha	Minimum Limit	Status	Information
1	Work Motivation (X1)	0.745		0.6	RELIABLE	Good Consistency
2	Compensation (X2)	0.789		0.6		Good Consistency
3	Job Satisfaction (Z)	0.833		0.6		Very Good Consistency
4	Employee Performance (Y)	0.792		0.6		Good Consistency

The *Cronbach's Alpha* coefficient values for the four research variables were above the scientific standard (> 0.60). The highest value was achieved by the Job Satisfaction (Z) variable of 0.833, followed by Employee Performance (Y) of 0.792, Compensation (X2) of 0.789, and Work Motivation (X1) of 0.745. Because all variables have *Cronbach's Alpha values* that exceed the minimum limit of 0.60, all research instruments are declared RELIABLE to be used as consistent measuring tools.

Linear Regression Test Results

Linear regression analysis for the mediation model (*Path Analysis*) at **Nadenggan 18 Autocare** has been calculated automatically into two structural regression models (Model I and Model II) with a sample ($N=30$) of employees and a significance level of $\alpha=5\%$.

a. Regression Model I: The Effect of X1 and X2 on the Mediating Variable (Z)

$$\text{Structural Equation I: } (Z = 2.176 + 0.433 X1 + 0.446 X2)$$

Table 3. The Effect of X1 and X2 on Variables Mediation (Z)

Variables	Coefficient (Beta)	t-count	Significance (p-value)	H1 Status
Constant	2,176	0.982	0.335	-
Work Motivation (X1)	0.433	5,037	0	Significant

Compensation (X2)	0.446	7,514	0	Significant
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F Test (Simultaneous)

F-count: 37.09
0.000

Significance of F: Significant

R-Squared (R2): 0.733

R- Square Value (R2) : 0.733 (Meaning, Motivation Work and Compensation capable explain variation Satisfaction Work employee amounting to 73.3%, while the remaining 26.7% explained by other variables outside the model).

F Test (Simultaneous): The calculated F value is **37.09** with a significance value of **0.000**. This proves that simultaneously, Work Motivation and Compensation have a significant effect on employee Job Satisfaction (Davidescu et al., 2020).

Regression Model II: The Effect of X1, X2, and Z on Employee Performance (Y)

Table 4. Effect of X1, X2, and Z on Employee Performance (Y)

Variables	Coefficient (Beta)	t-count	Significance value)	(p- H2 Status
Constant	2.59	1,122	0.272	-
Work Motivation (X1)	0.264	2,154	0.041	Significant
Compensation (X2)	0.1	0.934	0.359	Not Significant
Job Satisfaction (Z)	0.565	2,869	0.008	Significant

F Test (Simultaneous)

F-count: 22.79
Significance of 0.000
F: significant
R-Squared (R2): 0.724

R-Squared (R2) Value: 0.724 (This means that the combined contribution of X1, X2), and Z in influencing Employee Performance in the workshop is 72.4%.

F Test (Simultaneous): The calculated F-value is **22.79** with a significance of **0.000**, indicating that the regression feasibility model has a valid value simultaneously.

Hypothesis Testing

Based on the results of the path analysis that was conducted previously, the following is a summary of the results of **the Hypothesis Testing** (Partial t-Test and Mediation Effect Test) with a significance level of $\alpha = 5\%$ ($r_{tabel} = 2.056$):

Hypothesis Testing Results (t-Test)

Table 5. Test Results Hypothesis (t-test)

Hypothesis	Path of Influence (Direction Relationship)	Path Coefficient (Beta)	t-count	p-value	Hypothesis Decision
H ₁	Work Motivation (X ₁) → Job Satisfaction (Z)	0.433	5,037	0	H ₁ Accepted (Significant)
H ₂	Compensation (X ₂) → Job Satisfaction (Z)	0.446	7,514	0	H ₂ Accepted (Significant)

H ₃	Work Motivation (X ₁) → Employee Performance (Y)	0.264	2,154	0.041	H ₃ Accepted (Significant)
H ₄	Compensation (X ₂) → Employee Performance (Y)	0.1	0.934	0.359	H ₄ Rejected (Not Significant)
H ₅	Job Satisfaction (Z) → Employee Performance (Y)	0.565	2,869	0.008	H ₅ Accepted (Significant)

a. Mediation Effect Test (Path Analysis Test & Sobel Test)

To test whether Job Satisfaction (Z) significantly mediates the influence of the independent variable on Employee Performance (Y), **the Sobel Test mathematical calculation is used** :

1. H₆ Test: Job Satisfaction (Z) mediates the influence of Work Motivation (X₁) on Employee Performance (Y)

Direct Effect (X₁ → Y): 0.264

Indirect Effect (X₁ → Z → Y): 0.433 x 0.565 = 0.245

Sobel Test Results: Sobel Z-score value = 2.491 > 1.96 with p-value = 0.013 (< 0.05).

Conclusion H₆: ACCEPTED. Job Satisfaction is proven to significantly mediate the influence of Work Motivation on Employee Performance at Nadenggan 18 Autocare (*Partial Mediation*).

2. H₇ Test: Job Satisfaction (Z) mediates the effect of Compensation (X₂) on Employee Performance (Y)

Direct Effect (X₂ → Y): 0.100 (Not Significant)

Indirect Effect (X₂ → Z → Y): 0.446 x 0.565 = 0.252

Sobel Test Results: Sobel Z-score value = 2.720 > 1.96 with p-value = 0.006 (< 0.05).

Conclusion H₇: ACCEPTED. Job Satisfaction is proven to significantly mediate the effect of Compensation on Employee Performance. Because the direct effect is insignificant but the indirect effect is significant, this path is categorized as Perfect /Full Mediation (Ismayilova & M.Klassen, 2019).

Discussion

Based on the path analysis conducted on the operations of *Nadenggan 18 Autocare*, it was found that work motivation and compensation have different but complementary psychological mechanisms in boosting employee performance (Achmad et al., 2023). Work motivation is proven to be able to provide a direct positive stimulus because internal employee drives such as pride in working at a premium vehicle maintenance center with modern *steam wash technology* in Medan City naturally trigger disciplined work behavior and high precision when performing body and engine services for customer vehicles (Lubis et al., 2024). On the other hand, financial compensation does not have a direct significant effect on performance, which indicates that material wages or a commission system per unit of car alone do not immediately make technicians, *detailers*, or *doormeyer crews* increase their productivity instantly if the aspect of physical fatigue or field work pressure is not managed well (Noviani, 2021). This is where **Job Satisfaction** comes in as a perfect mediation variable ; compensation policies and management recognition will only be meaningful and transform into optimal service performance if the financial stimulus successfully touches the psychological aspects of employees, so that they feel appreciated, fair, and comfortable with the workshop work climate (Belias et al., 2022). The alignment between financial rights, inner satisfaction, and a supportive work environment (such as the presence of an air-conditioned waiting room and partner coffee shop facilities on site) ultimately becomes the main key for all of the company's human resources to consistently realize their official service slogan, namely "**We Serve Differently**" (Erlangga et al., 2021).

4. CONCLUSION

Based on the results of research and discussions that have been conducted regarding the influence of work motivation and compensation on employee performance with job satisfaction as a mediating variable at Nadenggan 18 *Autocare*, the following conclusions can be drawn:

- a. Work Motivation (X_1) has a positive and significant effect on Job Satisfaction (Z) of employees at Nadenggan 18 *Autocare*. Internal motivation in the form of pride in working at a premium care center encourages their psychological satisfaction.
- b. Compensation (X_2) has a positive and significant effect on employee job satisfaction (Z) at Nadenggan 18 *Autocare*. The fair wage and commission system is the main factor that locks in employee financial satisfaction.
- c. Work Motivation (X_1) has a positive and significant direct effect on Employee Performance (Y) at Nadenggan 18 *Autocare*. High work enthusiasm has a real impact on the crew's discipline and accuracy when providing *car care services*.
- d. Compensation (X_2) does not have a direct significant effect on Employee Performance (Y) at Nadenggan 18 *Autocare*. Stimulus in the form of money or materials does not immediately increase mechanic productivity if it is not accompanied by management of physical fatigue and field work pressure.
- e. Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y) at Nadenggan 18 *Autocare*. Employees who feel happy and comfortable with their work environment have been shown to produce more optimal quality car restoration output.
- f. Job Satisfaction (Z) is proven to significantly mediate the influence of Work Motivation (X_1) on Employee Performance (Y) with partial *mediation* properties.
- g. Job Satisfaction (Z) is proven to perfectly mediate (*perfect/full mediation*) the effect of Compensation (X_2) on Employee Performance (Y). This means that financial budgeting policies issued by management must pass through the door of job satisfaction first so that they can be converted into real work productivity in the field.

Suggestion

Based on the conclusions that have been outlined, the suggestions that can be given based on the results of research regarding work motivation, compensation, job satisfaction, and employee performance at Nadenggan 18 *Autocare* are as follows:

- a. For Nadenggan 18 *Autocare* Management, management must ensure that the commission sharing system is considered fair and transparent before expecting an increase in crew productivity, provide a decent crew rest room to reduce physical fatigue due to the high workload of car salon operations and provide verbal awards or monthly titles to maintain intrinsic motivation and employee pride in their work.
- b. For further researchers, add workload or leadership style variables to complete the HR analysis map of the service industry and conduct comparative studies involving several branches or similar competitors in Medan City so that the generalization results are broader.

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