
The Effect of Compensation and Work Environment on Employee Performance of PT. Bank Aceh Sharia Operational Head Office with Quality of Work Life as Moderating Variable

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Abstract

The purpose of this study to test: (1) how the influence of compensation to employee performance is; (2) how the influence of work environment to employee performance is; (3) how the influence of compensation to employee performance moderated by quality work of life is; and (4) how the influence of work environment to employee performance moderated by quality of life is. This research was conducted at the PT. Bank Aceh Sharia Operational Head Office (Bank Aceh Sharia KPO located in Banda Aceh city, Indonesia, took respondents by census method, and provided 150 respondents. Based on the results, the conclusion figures Compensation affects employee performance at Bank Aceh Sharia KPO, work environment affects the performance of employees at Bank Aceh Sharia KPO, quality of work life moderates the influence of Compensation on Employee Performance at Bank Aceh Sharia KPO, and quality of work life moderates the influence of the Work Environment on Employee Performance at Bank Aceh Sharia KPO. This model contributes to the development of scientific models in management, and can be a reference for further research. This model can be developed more by adding new moderating variables such as Gender, Generation (Age), and even Position. Mediating variables can also be added such as corporate citizenship behavior. Also, The tested model is very suitable to be implemented in the object of his current research, namely Bank Aceh Sharia KPO. This model can be used by the leaders of the Bank Aceh Sharia KPO to answer the challenges in their KPO office. They have to be able to set appropriate compensation, create and maintain a good work environment, and improve the quality of work life of their employees, so that employees will be able to improve their performance.

Keywords: Compensation, Work Environment, Employee Performance, and quality of work life.

1. Introduction

Islamic banking is a business entity engaged in the financial services sector which refers to the principles of sharia. Islamic banking in Indonesia is one of the new banking systems. However, Islamic banking already has an important role in regulating the circulation and monetary sector in the country. In general, a sharia banking company is a financial institution whose activities are to collect funds from the public and then they channel back to the community in the form of financing with a profit-sharing system.

PT. Bank Aceh Sharia Operational Head Office (Bank Aceh Sharia KPO) that is present, appears and grows as a capable bank combining business idealism with the spiritual value which underlies its operational activities. The harmony between business idealism and spiritual values is one of the advantages of Bank Aceh Sharia KPO in its work in Indonesian banking.

Employee performance is a result of a process that is referenced and measured over a certain period of time-based on the provisions or agreements previously established (Edison, Anwar and Komariyah, 2017). Performance is the result of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him (Mangkunegara, 2013).

To create high performance, a company needs to pay attention to various factors. Performance appraisal at Bank Aceh Sharia KPO uses work behavior and planning assessment or known as Employee Work Goals. The aspects that are assessed for each employee are the quality of work completion, the quantity of work completed, knowledge and skill, timeliness, and communication. From the result of the assessment, the scores are grouped based on predicates, namely: very good (≥ 91), good (76-90), moderate (61-75), poor (51-60), and bad (≤ 50).

Table 1. Employee Work Assessment

No.	Year	Number of Employees	The Average Performance Appraisal (%)	Note
1.	2016	98	82,97	Good
2.	2017	138	84,77	Good
3.	2018	150	86,26	Good

Based on Table 1, it shows the percentage of work quality assessment isn't following what is expected, namely getting the predicate very good (≥ 91). One of the components that have a high enough influence on employee performance is compensation. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. The compensation given must be appropriate, fair, acceptable, satisfying, motivating, rewarding, and following needs (Lewa and Subowo, 2005).

According to (Mathis and Jackson, 2011), the effort that must be made to improve employee performance is compensation. Compensation is an important factor influencing how and why people work for organizations and not other companies. Employers must be competitive enough with the types of compensation to hire, maintain, and reward the performance of each individual in the organization.

The problem that often happened in the term of compensation is the gap between permanent and contract employees. A permanent employee is an employee who is employed by the company and there is no limit to the length of time they work. Contract employees are employees who are employed by the company for a certain period, the time is limited to a maximum of 3 years. The working relationship between the company and employees is noted in an indefinite work agreement, while the employment relationship between the company and contract employees is noted in the work agreement for a specified time.

Having a sense of security in being a permanent employee, always make the employee be complacent and not motivated by company targets. This condition creates an unproductive situation in employees and will affect to reach targets and company productivity. It's different for contract employees, given the raging feelings and thoughts of constant uncertainty, the psychological implications for the performance of contract employees will appear in the motivation of these employees. However, future uncertainty can also increase morale or work

motivation for contract employees to be more productive and get more assessment from the company. This is because the productivity and performance of contract employees is the main assessment of the extension of their contract period by the company or even being appointed as permanent employees (Noe *et al.*, 2014).

Contract employees don't want their work performance to be considered low by the company, which results in the termination of the contract by the bank or company. The existence of a situation made using contract employees a preferred alternative by banks because they get high work performance from employees.

Company leaders in assigning duties and responsibilities to employees should also pay attention to the employee's work environment. Workplace layout such as furniture, coloring, lighting, air exchange, physical security, air quality, informal and formal meeting areas, quiet areas, privacy, personal storage, workspaces, and so on, have an impact on employee performance so that the work environment does not only affects morale and work passion but can affect employee performance (Fachreza, Musnadi and Shabri, 2018).

Judging from the initial description of the work environment, it was found that most of the employees were still not present on time and had not prioritized the percentage of attendance. This is reinforced by the average attendance data of Bank Aceh Sharia KPO if combined for a period of one year from January to December 2019.

Table 2. Employee Arriving Late in 2019

No.	Month	Numbers of Employee	Late	Percentage (%)
1.	January	150	26	17,3 %
2.	February	150	27	18 %
3.	March	150	25	16,7 %
4.	April	150	20	13,3 %
5.	May	150	25	16,7 %
6.	June	150	21	14 %
7.	July	150	23	15,3 %
8.	August	150	18	12 %
9.	September	150	24	16%
10.	October	150	22	14,7 %
11.	November	150	25	16,7 %
12.	December	150	27	18 %
Average			24	16 %

From the Table 2 above, it reveals that there are still many employees who don't arrive to the office on time. This is clearly in direct contact with the lack of harmony in the working environment and the achievement of performance which has resulted in the performance of Bank Aceh Sharia KPO.

This research is supported by several previous studies that lead to the purpose of writing. However, there is also a research gap that makes the writer have to enter one of the variables which aims to help the research results become clearer.

Compensation and work environment affect employee performance, although several studies conclude the opposite. Form the theoretical review and the result of previous research can be summarized in the following Tables 3 and 4 which will then be empirically examined the extent to which the relationship or effect of compensation and work environment on employee

performance, the authors consider that an additional variable is needed, namely the quality of work life as a moderator so that to provide direction in this study a research gap is formulated below.

Table 3. Previous Research on Compensation Affecting Employee Performance

No	Researcher	Variable	Research of Result
1.	Blazovich (2013)	1.Compensation (X) 2.Employee Performance (Y)	Significant-positive
2.	Jamil dan Raja (2015)	1.Compensation (X ₁) 2.Performance Evaluation (X ₂) 3. Promotion(Y)	Significant-positive
3.	Shopiah (2013)	1.Compensation (X ₁) 2.Performance Evaluation (X ₂) 3. Promotion(Y)	Significant-positive
4.	Rizal et. al (2014)	1.Compensation (X) 2.Employee Performance (Y)	Insignificant-negative
5.	Juniarti (2014)	1.Compensation (X) 2.Employee Performance (Y)	Insignificant-negative

From the table 3, it figures that the previous studies revealed compensation not only has a significant-positive effect but also a negative and insignificant effect on employee performance so that from the previous research it can be concluded that there is a Research Gap. This provides an opportunity for researchers to include a variable that can answer this situation in the form of quality of work life as a moderator.

The summary of the studies that concluded the various results obtained from various previous studies can be seen in the following table.

Table 4. Previous Research of Work Environment Affecting Employee Performance

No	Researcher	Variable	Research of Result
1.	Nguyen <i>et al.</i> (2014)	1.Work Environment (X) 2.Employee Performance (Y)	Significant-positive
2.	Amusa <i>et al.</i> (2013)	1. Work Environment (X) 2. Employee Performance (Y)	Significant-positive
3.	Taiwo (2014)	1. Work Environment (X) 2. Employee Performance (Y)	Significant-positive
4.	Arianto (2013)	1. Discipline (X ₁) 2. Work Environment (X ₂) 3. Employee Performance (Y)	Insignificant-negative
5.	Sari (2013)	1. Competence (X ₁) 2. Work Environment (X ₂) 3. Work Satisfaction (Y ₁) 4. Employee Performance (Y ₂)	Insignificant-negative

Based on Table 4, it concludes that the results of previous studies show that the work environment not only has a significant-positive effect but also the opposite. This indicates that there is a research gap that makes researchers add the quality of work life as a moderator for clarity of research results.

Quality of work life is one of the best ways to attract and retain employees and to get better performance in the organization (Farjad and Varnous, 2013). Quality of work life is one of the reasons related to performance, absenteeism, stress, employee departure from the organization, organizational effectiveness, and organizational commitment (Sirgy *et al.*, 2001); (Wilson *et al.*, 2004); (Wan and Chan, 2013).

When organizations offer quality of work life to their employees, it is a good sign to enhance the image of attracting and retaining employees. This shows that the company can offer an appropriate work environment for employees and in the end, will have a high commitment and the organization can also reduce costs due to high pressure (Arifin, 2012).

The main obstacle faced by employees at Bank Aceh Sharia KPO in improving its performance is a factor of compensation, work environment, and quality of work life. The data that has been presented, namely Employee Work Goals for the 2016-2018 period prove that the quality of work is still not as expected. Data regarding the level of work discipline of the employees of Bank Aceh Sharia KPO which is still low also shows that the work environment that is created is not good, this proves that there is a gap regarding compensation which results in an undisciplined work environment, greatly affects the contribution of employees and ends in not satisfying the performance of Bank Aceh Sharia KPO employees.

Related to the quality of work-life is closely related to the development of abilities, interaction with fellow employees, company concern for the welfare of employees, and how much time is consumed on work. The position and status of each employee will certainly influence the employee's performance in the company. Not to mention that the added spirit of the company to be the best also adds to the workload of each employee.

To answer the various phenomena that have occurred at Bank Aceh Sharia KPO, the researchers are very interested in further researching "The Effect of Compensation and Work Environment on Employee Performance of Bank Aceh Sharia KPO With Quality of Work Life as a Moderating Variable".

2. Literature Review

Employee Performance

According to (Damayanti, Susilaningsih and Sumaryati, 2013) employee performance is the result that a person achieves according to the size applicable to the job concerned. This means that if a person's behavior provides work results that are following the standards or criteria carried out by the organization, then the performance is classified as good, and if the opposite means that the performance is bad. Performance is an achievement achieved by a person in carrying out the duties and jobs assigned to him, (Sastrohadiwiryono and Syuhada, 2015).

Employee performance in terms of good and bad is the extent to which employees can complete the tasks, authority, and responsibility delegated to them to achieve the goals of the organization. According to (Hasibuan, 2016) stated that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness, and time. Meanwhile, according to (Zainal, 2015) said that performance is a function of motivation and ability.

From the description above, it concludes that performance is the level of achievement of the output of a job. Meanwhile, employee performance leads to the achievement of output from the employee based on the tasks they have done.

Quality of Work Life

The quality of work life or known as “QWL” was described by (Arifin, 2012) as a systematic effort in organizational life through a way in which employees are given the opportunity to play a role in determining how they work and the contributions they make to the organization to achieve its goals and objectives. According to (Mangkuprawira, 2011), the quality of work life is the level of satisfaction, motivation, involvement, and experience of individual commitments regarding their life at work.

According to (Cascio, 2006), quality of work life is one of the important goals in meeting the needs and desires of employees. (Cascio, 2006) stated that quality of work life can be defined as employees' perceptions of their mental and physical well-being at work. There are two views regarding the purpose of quality of work life. First, quality of work life is some circumstances and practices of the organization. Second, quality of work life is the perception of employees that they want to feel safe, feel satisfied, and have the opportunity to grow and develop as human beings. So from the descriptions, those conclude that the quality of work life is a variable that leads to how an employee feels satisfied, motivated, has opportunities, and even hopes for his job.

Compensation

Compensation has become the concern of every organization because it is closely related to human resource management which is an important part of the organization. Compensation is one of the company's strategies to create work harmony between the staff and company leaders in achieving the goals and objectives set by the company (Francis *et al.*, 2004).

(Wardani, 2015) argued that compensation is very important for employees because the size of the compensation is a measure of employee performance. According to (Leklikwati, 2015), compensation can be interpreted as something that employees receive as remuneration for their work. Compensation can be divided into two types, namely financial compensation such as wages, salaries, allowances, bonuses, etc., and non-financial compensation such as promotions, awards, and others.

The issue of compensation is a difficult and confusing function of personnel management. Not only because compensation is one of the most complex tasks, but also an aspect that is very meaningful to employees and the organization. (Stewart and Brown, 2019) defined compensation as "the process of paying and rewarding people for contributions made to an organization". Compensation is anything that is received as a reward. In the world of work, financial remuneration is a source of compensation whose source results in remuneration to workers for their performance (Anggrainy, Darsono and Putra, 2018). Thus, compensation can be concluded as something valuable that is received by workers as a result of doing / completing their work.

Work Environment

The work environment is an important factor in influencing employee performance. At work, employees must be supported by a good work environment. According to (Ernawati,

2011), the work environment is everything around the workers that affects the assigned tasks. Meanwhile, (Nitisemito, 2015) the work environment is everything around the worker that can influence him in carrying out the tasks assigned to him. A conducive work environment can make employee performance better. This is like the opinion of (Wahyudi and Suryono, 2006), a pleasant work environment may be the key driving force for employees to produce peak performance.

Every human being has their way of being able to adjust to their environment so that their performance is better. However, the formation of a work environment that supports work productivity will lead to job satisfaction for workers in an organization (Wahyudi and Suryono, 2006). Employee performance is influenced by many factors, including the composition of the amount of compensation given, the right placement, training, a sense of security in the future, transfer, and promotions.

According to (Husni, Musnadi and Faisal, 2017), the work environment is everything that is around workers that can influence themselves in carrying out assigned tasks, for example, lighting, air temperature, space, security, cleanliness, employee social interactions, and others. A pleasant work environment can be the key to driving employees to produce peak performance. The creation of a good work environment can attract employees to improve their performance (Wahyudi, 2016). Thus, the work environment can be expressed as an environmental condition in a job, which can affect the productivity of the job.

Linkages between Variables

Based on the problem formulation and the conceptual framework, the relationships between the variables can be explained as follows.

The Effect Compensation on Employee Performance

Compensation is the right of a worker or employee that the organization or company must give to workers after performing their obligations. Compensation is a very principle and significant part of management for the survival of the company. But before the form of compensation is given and received, employees must go through a network process of various sub-processes to provide remuneration to employees for the work they do.

Financial compensation in the business or industry can have the most important and significant impact on employee performance. The compensation system provides two important objectives, namely to encourage employees to feel ownership in the organization and to encourage higher achievement. Research conducted by (Blazovich and Smith, 2011) on the compensation and employee performance variables showed that compensation was proven to have a significant-positive effect on employee performance. Likewise, research conducted by (Chiovitti, 2019) showed the same results as research conducted by (Blazovich and Smith, 2011).

The Effect Work Environment on Employee Performance

A good work environment will provide personal comfort and can arouse employee morale so that they can do their duties properly. Also, employees will be happier and more comfortable working if the facilities are clean, quiet, air exchange is good enough and the equipment is adequate and relatively modern.

A good work environment will affect employee performance. Research conducted by (Quach, Thaichon and Jebarajakirthy, 2016) on work environment variables and employee performance showed that the work environment had a positive effect on employee performance.

Likewise, the research of (Amusa, Iyoro and Olabisi, 2013) and (Taiwo, 2010) who tested the influence of the work environment on employee performance also showed that the work environment was proven to have a significant-positive effect on employee performance.

Quality of Work Life Moderates Compensation in Affecting Employee Performance

This hypothesis is also supported by (Putra and Putra, 2013) that compensation had a significant effect on employee performance. The compensation that will be given to employees must be following the performance they produce so that they can be motivated and can be even more enthusiastic at work.

According to (Cascio, 2006), quality of work life is one of the important goals in meeting the needs and desires of employees. (Cascio, 2006) stated that quality of work life can be defined as employees' perceptions of their mental and physical well-being at work. Both compensation and employee performance can be strengthened or weakened by the quality of work-life of employees. Satisfactory compensation will have a positive impact on high employee performance so that the existence of the quality of work life of employees will be strengthened accordingly and vice versa.

Quality of Work Life Moderates Work Environment In Affecting Employee Performance

Environmental conditions can affect employee performance as stated by (DeCenzo, Robbins and Verhulst, 2018), that employees pay great attention to their work environment, both in terms of personal comfort and the ease of doing a good job.

The work environment can be divided into two, namely the physical work environment and the non-physical work environment. The creation of a good work environment can affect employee performance. The physical work environment and non-physical work environment also affect the motivation and morale of employees because if the work environment in the company is comfortable and pleasant, of course, employees can improve their performance so that company goals can be achieved properly.

The quality of work life of employees according to (Arifin, 2012) is a systematic effort in organizational life through a way where employees are given the opportunity to play a role in determining how they work and the contributions they make to the organization to achieve its goals and objectives. Based on this statement, the quality of work of employees is proven to position themselves as a position that greatly determines the work environment on employee performance.

Research Model

Based on the variables used in this study, the independent variable is compensation (X1), work environment (X2), and the dependent variable (Z), namely the performance of the employees of Bank Aceh Sharia KPO and there is a moderating variable, namely the quality of work life (Y).

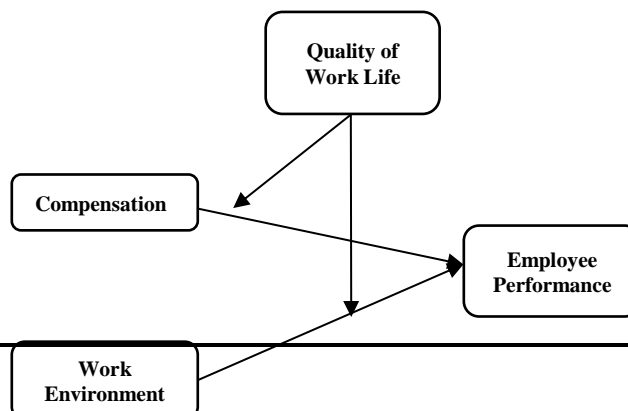


Figure 1. Research paradigm

Research Hypothesis

Ha1: compensation affects performance of employees of Bank Aceh Sharia KPO

Ha2: work environment affects performance of employees of Bank Aceh Sharia KPO

Ha3: quality of work life moderates the effect of compensation on the performance of employees of Bank Aceh Sharia KPO

Ha4: quality of work life moderates the influence of the work environment on performance of employees of Bank Aceh Sharia KPO

3. Research Method

In this research, exogenous variables used are compensation and work environment. The moderating variable in this study is the quality of work life and an endogenous variable is the employee performance. The research was conducted at Bank Aceh Sharia KPO, as the center of operation office (not headquarter), which is located in Banda Aceh city. The population was the employees of the Bank Aceh Sharia KPO. This study used a population as a sample size (census method), amounting to 150 people with permanent or contract status in Bank Aceh Syariah KPO.

The data source in this study was the primary data, namely data collection using questionnaires. Respondents must answer a list of questions asked through a questionnaire, with the choice of answers using a Likert scale. The data analysis tool used was the Software Statistical Package for the Social Science (SPSS) for multiple linear regression, to test the research hypotheses. Hypothesis testing was used to find out the truth of the provisional assumptions. Therefore, the statistic under test is a null hypothesis. According to (Sugiyono, 2017), the null hypothesis is a statement that there are no differences in parameters with statistics. The opposite of the null hypothesis (H_0) is the alternative hypothesis (H_a), which states that there are differences in parameters and statistics. Rejection and acceptance of a hypothesis are very dependent on the results of the investigation of the facts that have been gathered. Hypothesis testing between variables of compensation (X_1), work environment (X_2), quality of work life (Y), and employee performance (Z). Determine the level of significance, namely 5% or 0.05, and the degree of freedom of the numerator (d) = $k - 1$ and the denominator (d) = $n - k$, to determine the area as the boundary for the acceptance and rejection of the hypothesis.

Result and Discussion

Result

Table 5. Respondent Characteristics

No	Characteristic	Frequency	Percentage
1.	Gender		
	- Male	68	45.3
	-Female	82	54.7
Amount		150	100%
2.	Status		
	- Married	104	69.3
	- Single	43	28.7
	- Widow/Widower	3	2.0
Amount		150	100%
3.	Age		
	- <35 Years	48	32.0
	- 35-40 Years	52	34.7
	- 41-45 Years	31	20.7
	- >45 Years	19	12.7
Amount		150	100%
4.	Education		
	- Diploma	33	22.0
	- Bachelor	95	63.3
	- Magister	21	14.0
	- Doctoral	1	0.7
Amount		150	100%

The table 5 above shows that male respondents were 68 people (45.3%) and female respondents were 82 people (54.7%). As for the status of the respondents, the married status amounted to 104 people (69.3%), the status of unmarried numbered 43 people (28.7%), and the status of widows/widowers amounted to 3 people (2.0%). Age of respondents less than 35 years old totaled 48 people (32.0%), ages 35 to 40 years amounted to 52 people (34.7%), ages 41 to 45 years amounted to 31 people (20.7), and ages over 45 years amounted to 19 people (12.7%). Education of respondents with Diploma education amounted to 33 people (22.0%), Bachelor education amounted to 95 people (63.3%), Masters education amounted to 21 people (14.0%), and Doctoral education amounted to 1 person (0.7%).

Instrument Test Results

Validity Testing

Table 6. Validity Test Result

No	Statements	Variable	Correlation Coefficient	Nilai Kritis 5% (N=441)	Note
1	KK1	Employee Performance	0.859	0.1603	Valid
2	KK2		0.912		
3	KK3		0.938		
4	KK4		0.665		
5	KK5		0.737		
17	K1	Compensation	0.937	0.1603	Valid
18	K2		0.947		
19	K3		0.853		
20	K4		0.848		
27	LK1	Work Environment	0.911	0.1603	Valid
28	LK2		0.906		
29	LK3		0.939		
40	KKK1	Quality of Work Life	0.875	0.1603	Valid
41	KKK2		0.963		
42	KKK3		0.963		
43	KKK4		0.896		

The table 6 explains all of the variables used in this study were declared valid because they have a correlation coefficient above the critical value of the product-moment correlation, which is 0.1603 so that all questions contained in the questionnaire of this study are declared valid to be continued research which deeper. Thus all the indicator items from each variable in this study have met the requirements for further testing.

Reliability Testing

Table 7. Reliability Test Result

No	Variable	Variable Item	Alpha Score	Note
1	Employee Performance	5	0.895	Reliable
2	Compensation	4	0.935	Reliable
3	Work Environment	3	0.930	Reliable
4	Quality of Work Life	4	0.947	Reliable

Based on the reliability analysis, it can be seen that each variable obtained an alpha value of > 0.6. Thus the measurement of the reliability of the research variables shows that the measurement of reliability fulfills the credibility.

Analysis of Respondent Perception Frequency

Respondent Perception of Employee Performance

Table 8. Employee Performance Perception

No	Questions	Strongly-Disagree (1)	Disagree (2)	Less-Agree (3)	Agree (4)	Strongly-Agree (5)	Average
1.	You always get quality work done	0	0	4	40	106	4.69
2.	The quantity of work you complete always reaches the target assigned	0	0	9	43	98	4.59
3.	The work you've done on time	0	0	13	37	100	3.58
4.	Your knowledge and skills satisfy all parties	0	0	21	120	9	3.92
5.	Communications clearly with your partner in the office	0	0	14	121	15	4.00
Average							4.40

Based on Table 8 above, shows the average score of the Employee Performance variable for each indicator. The overall average value obtained is 4.40 with the respondent's response "very good".

Respondent Perception of Compensation

Table 9. Compensation Perception

No	Questions	Strongly-Disagree (1)	Disagree (2)	Less-Agree (3)	Agree (4)	Strongly-Agree (5)	Average
1	Salaries are given according to the schedule agreed with Bank Aceh Sharia KPO	0	0	15	81	54	4,26
2	The incentives you receive from Bank Aceh Sharia KPO has made ends meet	0	0	19	80	51	4,21
3	The allowances provided by Bank Aceh Sharia KPO is very helpful to add to the needs of life	0	3	25	104	18	3,91
4	Facilities provided by Bank Aceh Sharia KPO is very helpful in your work	0	8	24	105	13	3,82

No	Questions	Strongly-Disagree (1)	Disagree (2)	Less-Agree (3)	Agree (4)	Strongly-Agree (5)	Average
Average							4,06

Based on Table 9, shows the average score of the compensation variable for each indicator. The overall average value obtained was 4.06 with the respondent's response "good".

Respondent Perception of Work Environment

Table 10. Work Environment Perception

No	Questions	Strongly-Disagree (1)	Disagree (2)	Less-Agree (3)	Agree (4)	Strongly-Agree (5)	Average
1	You feel comfortable when working at Bank Aceh Sharia KPO	0	0	19	23	108	4.59
2	Relationship between employees of Bank Aceh Sharia KPO is harmoniously established	0	0	19	49	82	4.42
3	Various work facilities provided by Bank Aceh Sharia KPO is very adequate	0	9	20	64	57	4.12
Average							4.05

Based on Table 10, shows the average score of the Work Environment variable for each indicator. The overall average value obtained is 4.05 with the respondent's response "good".

Respondent Perception of Quality of Work Life

Table 11. Quality of Work Life Perception

No	Questions	Strongly-Disagree (1)	Disagree (2)	Less-Agree (3)	Agree (4)	Strongly-Agree (5)	Average
1.	Bank Aceh Sharia KPO is very helpful for you to develop skills and apply them in the world of work	0	0	14	52	84	4.46
2.	Bank Aceh Sharia KPO gives you wide space to participate in providing and creative ideas	0	9	26	111	4	3.73
3.	The reward system provided by Bank Aceh Sharia KPO to you has	0	9	26	111	4	3.73

No	Questions	Strongly-Disagree (1)	Disagree (2)	Less-Agree (3)	Agree (4)	Strongly-Agree (5)	Average
	been as expected with applicable regulations						
4.	The work environment provided by Bank Aceh Sharia KPO is very conducive	0	6	3	107	14	3.86
Average							3.93

Based on Table 11, shows the average score of the quality of work life variable for each indicator. The overall average value obtained is 3.93 with the respondent's response "good".

Classic Assumptions Testing

Normality Testing

Table 12. Normality Testing Result

		Unstandardized Residual
N		150
Normal Parameters ^b	Mean	.0000000
	Std. Deviation	.13356890
Most Extreme Differences	Absolute	.055
	Positive	.048
	Negative	-.055
Test Statistic		.055
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Based on Table 12, it is known that the sig value in the normality test is $0.200 > 0.05$. This shows that the data is normally distributed.

Multikolinierity Testing

Table 13. Multicollinearity Testing Results

Independent Variables	Tolerance	VIF	Note
Competence	0.275	3.631	There is no multicollinearity
Work Environment	0.243	4.120	There is no multicollinearity
Quality of Work Life	0.144	6.935	There is no multicollinearity

Based on Table 13, it is known that the tolerance value for the independent variable has a value of more than 0.10. The largest VIF value is below the value of 10. The conclusion is that

the independent variable regression model does not have multicollinearity and has met the assumption of the multicollinearity test.

Heteroscedasticity Testing

Heteroscedasticity test is used to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. To test the presence or absence of heteroscedasticity, it can be done by looking at the scatterplot graph, where if the data is randomly spread, it can be ascertained that there is no heteroscedasticity problem.

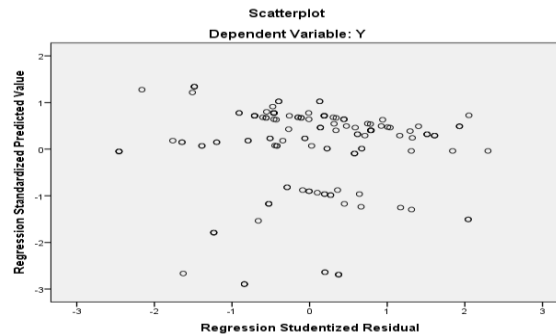


Figure 2. Heteroscedasticity Testing Results

Hypothesis Testing Results

Table 14. Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.385	.092		15.056	.000		
X1	.355	.032	.439	10.919	.000	.464	2.155
X2	.389	.027	.573	14.254	.000	.464	2.155

Based on the results of data processing using the SPSS program as in Table 14, the multiple linear regression equation is obtained as follows:

$$Y = 1.385 + 0.355X_1 + 0.389X_2$$

Based on the results of the regression equation above, it can be interpreted as follows:

1. The compensation regression coefficient is 0.355, this indicates that there is a positive relationship between compensation and employee performance, where the greater the compensation, the increase in employee performance.
2. The work environment regression coefficient is 0.389, this indicates that there is a positive relationship between the Work Environment and Employee Performance, where the greater the Work Environment, the greater the Employee Performance.

Direct Effect

H1: Compensation Affecting Employee Performance

The results of regression testing for the first hypothesis in this study were conducted to determine whether compensation affects employee performance. The test results show a significance value of 0.000. Hypothesis testing shows that if the significance value <0.05 then H_a is accepted, that is, compensation affects employee performance.

H2: Work Environment Affecting Employee Performance

The results of regression testing for the second hypothesis in this study were conducted to determine whether the work environment affects employee performance. The test results show a significance value of 0.000. Hypothesis testing shows that if the significance value <0.05 then H_a is accepted, that is, the work environment affects employee performance.

Moderation Effect

The results of data processing using the SPSS version 21 software program against multiple linear regression are shown in Table 15 below.

Table 15. Moderating Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.467	.481		-.971	.333		
X1	.979	.319	1.212	3.068	.003	.003	298.406
X2	-.103	.258	-.151	-.397	.692	.004	275.880
M	.824	.136	.956	6.079	.000	.021	47.284
X1.M	-.194	.078	-1.654	-2.493	.014	.001	841.427
X2.M	.074	.063	.680	1.179	.240	.002	634.985

Based on the results of statistical calculations using the SPSS program as in Table 15, the multiple linear regression equation is obtained as follows:

$$Y = -0.407 + 0.979X_1 - 0.103X_2 + 0.824M - 0.194X_{1.M} + 0.074X_{2.M}$$

H3: Compensation Affecting Employee Performance With Quality of Work Life as Moderating

The results of regression testing for the fifth hypothesis in this study were conducted to determine whether the quality of work life moderates the effect of Compensation on Employee Performance. The results of the moderation test as shown in Table 4.12, show that the regression coefficient β_3 is significant because the sig value <0.05, and the β_4 value are also significant because of the sig value. <0.05. This shows that there is quasi moderation, which means that the quality of work life has an artificial role in moderating the effect of compensation on employee performance.

H4: Work Environment Affecting Employee Performance With Quality of Work Life as Moderating

The results of regression testing for the sixth hypothesis in this study were conducted to determine whether the quality of work life moderates the influence of the Work Environment on Employee Performance. The results of the moderation test as shown in Table 15, show that the

regression coefficient β_3 is significant because the sig value <0.05 and the β_5 value are not significant because of the sig value > 0.05 . This shows that there is a predictor of moderation variable, meaning that the quality of work life moderates the influence of the Work Environment on Employee Performance.

5. Conclusions

The conclusion of this research figures compensation affects employee performance at Bank Aceh Sharia KPO, work environment affects the performance of employees at Bank Aceh Sharia KPO, quality of work life moderates the influence of compensation on employee performance at Bank Aceh Sharia KPO, and quality of work life moderates the influence of the work environment on employee performance at Bank Aceh Sharia KPO. The novelty of the research lies in the combination of causality theories in previous studies, which form a new integrated model. The test results become new premises which are updates of each causality theories. This model contributes to the development of scientific models in management, and can be a reference for further research. This model can be developed more by adding new moderating variables such as Gender, Generation (Age), and even Position. Mediating variables can also be added such as corporate citizenship behavior. Also, The tested model is very suitable to be implemented in the object of his current research, namely Bank Aceh Sharia KPO. This model can be used by the leaders of the Bank Aceh Sharia KPO to answer the challenges in their KPO office. They have to be able to set appropriate compensation, create and maintain a good work environment, and improve the quality of work life of their employees, so that employees will be able to improve their performance.

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