International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Job Satisfaction As An Intervening Variable In The Effect Of Work Environment And Compensation On Civil Servant Professionalism (A Study At The Regional Secretariat Of Badung Regency)

Dimas Putra Veteranto[1], I Putu Santika[2], I Wayan Terimajaya[3]

[1,2]Master of Management Study Program, Faculty of Business, Tourism, and Education, Triatma Mulya University.
[3]Tabanan University.

Abstract

The professionalism of civil servants (Aparatur Sipil Negara/ASN) is a critical factor in achieving effective governance and high-quality public service delivery. The relatively low professionalism index among civil servants indicates the need to strengthen the factors that influence it, including the work environment, compensation, and job satisfaction. This study aims to analyze the effect of the work environment and compensation on civil servant professionalism through job satisfaction as an intervening variable at the Regional Secretariat of Badung Regency. This study employs a quantitative approach with an explanatory research design. The population consists of all Government Employees with Work Agreements (Pegawai Pemerintah dengan Perjanjian Kerja/PPPK) at the Regional Secretariat of Badung Regency, totaling 360 individuals. The sample size was determined using the Slovin formula, resulting in 190 respondents selected through proportional random sampling. Data were analyzed using path analysis with the assistance of the SPSS program, while the mediating effect was tested using the Sobel test. The results indicate that the work environment and compensation each have a positive and significant effect on job satisfaction. The work environment has a positive and significant effect on civil servant professionalism, whereas compensation has no significant effect on civil servant professionalism. Job satisfaction has a positive and significant effect on civil servant professionalism. Job satisfaction was found not to mediate the effect of the work environment on professionalism, but it does mediate the effect of compensation on professionalism. These findings suggest that enhancing civil servant professionalism is more effectively

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

achieved through the creation of a conducive work environment and the provision of compensation that increases employees' job satisfaction.

Keywords: work environment, compensation, job satisfaction, civil servant professionalism, path analysis.

INTRODUCTION

The growing complexity of governance and the rapid advancement of technology in Indonesia have heightened public awareness of the importance of quality public services. This phenomenon has placed increasing demands on civil servants (ASN) to consistently demonstrate professionalism, integrity, and adequate competence in carrying out public service functions. Under Law Number 20 of 2023 concerning Civil Servants, ASN are required to possess competence, integrity, and neutrality in implementing public policy, serving the public, and strengthening national unity. According to Tjiptoherijanto (2021), civil servant professionalism refers to an employee's ability to perform duties in a qualified manner in accordance with established standards, supported by adequate competence and behavior consistent with the demands of the position. Wibowo (2022) further asserts that ASN professionalism is reflected in job competence, responsibility, integrity, and a service-oriented attitude. Nationally, civil servant professionalism is measured through four principal dimensions: qualification, competence, performance, and discipline.

The phenomenon of low civil servant professionalism is illustrated by the 2025 Civil Servant Professionalism Index data for the working area of Regional Office X (Bali Province), in which the Badung Regency Government shows a level of achievement that still requires further improvement compared to other regencies/cities in Bali.

Table 1.Listing Of Civil Servant Professionalism Index Scores Of Institutions Within The Working Area Of Regional Office X (Bali Province)

No	Institution Name	Number of PPPK Assessed	Qualification	Competence	Performance	Discipline	Index Score	Category
1	Bali Provincial Government	2,593	20.00	31.08	25.50	5.00	81.37	High

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

2	Klungkung Regency Government	253	20.00	31.68	26.68	5.00	83.36	High
3	Tabanan Regency Government	1,331	20.00	31.62	25.49	5.00	82.10	High
4	Jembrana Regency Government	1,028	20.00	29.64	25.22	5.00	79.76	Moderate
5	Buleleng Regency Government	2,824	20.00	29.77	25.61	5.00	80.27	Moderate
6	Karangasem Regency Government	546	20.00	30.08	25.09	5.00	80.17	Moderate
7	Gianyar Regency Government	985	20.00	25.82	21.27	5.00	72.09	Moderate
8	Bangli Regency Government	648	20.00	20.96	14.74	5.00	60.47	Very Low
9	Badung Regency Government	2,076	20.00	15.21	6.53	5.00	46.73	Very Low
10	Denpasar City Government	1,332	20.00	11.44	1.76	5.00	38.20	Very Low

The work environment is one of the key factors influencing civil servant professionalism. Siagian (2021) states that a conducive work environment provides employees with a sense of security and enables them to work optimally, encompassing the workplace itself, facilities, cleanliness, lighting, tranquility, and interpersonal relationships among employees. In addition to the work environment, compensation is another determining factor. Rivai and Sagala (2022) explain that compensation is

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

everything an employee receives in return for their service contribution to the organization, in either financial or non-financial form. Kurniawan (2025) adds that compensation functions not merely as a wage, but also as a strategic instrument to attract, retain, and motivate a high-quality workforce. Among the work environment, compensation, and professionalism, job satisfaction is assumed to act as a linking mechanism, that is, an intervening variable. Wulandari and Irfani (2020) define job satisfaction as an individual's feeling toward their job, arising from working conditions, work outcomes, and the nature of the work itself. When employees feel satisfied with their jobs, they tend to demonstrate greater commitment, loyalty, and more professional work behavior (Robbins & Judge, 2022). Based on the foregoing, this study aims to analyze: (1) the effect of the work environment on job satisfaction; (2) the effect of compensation on job satisfaction; (3) the effect of the work environment on civil servant professionalism; (4) the effect of compensation on civil servant professionalism; (5) the effect of job satisfaction on civil servant professionalism; (6) the mediating role of job satisfaction in the effect of the work environment on civil servant professionalism; and (7) the mediating role of job satisfaction in the effect of compensation on civil servant professionalism, at the Regional Secretariat of Badung Regency.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The civil servant work environment encompasses the physical, social, and organizational aspects of the setting in which employees carry out their duties, which directly affect their work experience, job satisfaction, and productivity. Compensation refers to the remuneration employees receive in return for their contribution and performance within the organization, in either financial form (salary, allowances, additional employee income) or non-financial form (rewards, career security, facilities). Job satisfaction reflects the degree of positive feeling an employee holds toward their job, while civil servant professionalism reflects the attitudes, behavior, and abilities of ASN in carrying out their duties in accordance with the civil service code of ethics.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

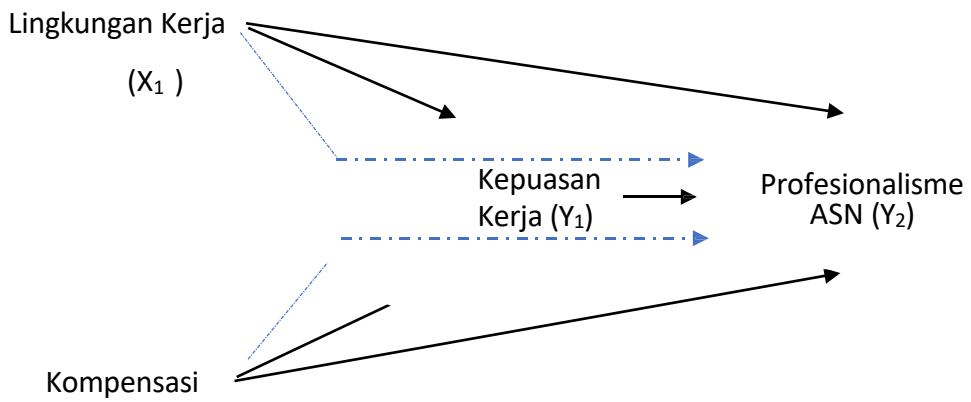


Figure 1. Conceptual Framework Of Job Satisfaction As An Intervening Variable In The Effect Of Work Environment And Compensation On Civil Servant Professionalism

Drawing on the theoretical review and prior empirical studies, particularly the works of Ismandra (2025), Handayani and Kurniawan (2023), Hidayat, Tjahjono, and Fauziyah (2025), Natika and Septianti (2025), and Pentury and Usmany (2023), the following hypotheses are proposed:

H1: The work environment has a positive and significant effect on job satisfaction.

H2: Compensation has a positive and significant effect on job satisfaction.

H3: The work environment has a positive and significant effect on civil servant professionalism.

H4: Compensation has a positive and significant effect on civil servant professionalism.

H5: Job satisfaction has a positive and significant effect on civil servant professionalism.

H6: Job satisfaction mediates the effect of the work environment on civil servant professionalism.

H7: Job satisfaction mediates the effect of compensation on civil servant professionalism.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

RESEARCH METHOD

This study employs a quantitative approach with an explanatory research design to examine causal relationships among variables. The independent variables are the work environment (X1) and compensation (X2); the dependent variable is civil servant professionalism (Y2); and the intervening variable is job satisfaction (Y1). The population comprises all PPPK employees at the Regional Secretariat of Badung Regency, totaling 360 individuals. The sample size was determined using the Slovin formula with a 5% margin of error, yielding 190 respondents selected through proportional random sampling across the twelve divisions of the Regional Secretariat of Badung Regency.

Data were collected through a five-point Likert-scale questionnaire, interviews, and documentation. Each variable was measured using theoretically validated indicators: the work environment (lighting, air temperature, employee relations, workplace security, work regulations); compensation (wages and salary, incentives, allowances, facilities); job satisfaction (salary, additional allowances, rewards, work procedures and regulations, communication); and civil servant professionalism (qualification, competence, performance, discipline). Data analysis employed descriptive statistics to characterize the respondents and their perceptions of the research variables, followed by instrument testing (validity and reliability), classical assumption tests (normality, multicollinearity, heteroscedasticity), and path analysis to examine the direct and indirect effects among variables. The mediating role of job satisfaction was tested using the Sobel test, with the assistance of the SPSS program.

RESULTS AND DISCUSSION

Respondent Characteristics

The study involved 190 civil servant respondents from the Regional Secretariat of Badung Regency. The majority of respondents were male, aged between 36 and 45 years, and held a senior high school (SMU/SMK) educational background.

Table 2 Respondent Characteristics

No	Characteristics	Number (persons)	Percentage (%)
1.	**Gender**		
	• Male	138	72.6
	• Female	52	27.4
2.	**Age**		
		5	2.6

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

	• < 26 Years • 26–35 Years • 36–45 Years	54 131	28.4 68.9
3.	**Education** • Senior High School/Vocational School • Bachelor's Degree	 179 11	 94.2 5.8

Validity and Reliability Test

All indicators for the work environment, compensation, job satisfaction, and professionalism variables were found to be valid, with validity coefficients above 0.30, and reliable, with a Cronbach's Alpha above 0.70 for every variable.

Table 3. Validity And Reliability Test Results

Variable	Indicator	Validity Test Regression Coefficient	Validity Test Description	Reliability Test Coefficient	Reliability Test Description
Work Environment (X1)	X1.1	0.806	Valid	0.897	Reliable
	X1.2	0.856	Valid		
	X1.3	0.839	Valid		
	X1.4	0.887	Valid		
	X1.5	0.842	Valid		
Compensation (X2)	X2.1	0.855	Valid	0.894	Reliable
	X2.2	0.901	Valid		
	X2.3	0.908	Valid		
	X2.4	0.824	Valid		
Job Satisfaction (Y1)	Y1.1	0.892	Valid	0.933	Reliable
	Y1.2	0.888	Valid		
	Y1.3	0.936	Valid		
	Y1.4	0.881	Valid		
	Y1.5	0.859	Valid		
Professionalism (Y2)	Y2.1	0.853	Valid	0.914	Reliable
	Y2.2	0.896	Valid		

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

	Y2.3	0.923	Valid		
	Y2.4	0.904	Valid		

Path Analysis Results and Hypothesis Testing

The model fit test shows that 53.7% of the variation in civil servant professionalism can be explained by the work environment, compensation, and job satisfaction, while the remaining 46.3% is explained by factors outside the model, such as leadership style, organizational culture, work motivation, and organizational commitment. A summary of the direct and indirect effect testing is presented in the following table.

Table 4. Results of Direct and Indirect Effect Testing

No	Relationship Between Variables	Direct Effect	Indirect Effect	Total Effect	Sig.	Description
1	Work Environment (X1) → Job Satisfaction (Y1)	0.181	-	0.181	0.000	H1 accepted
2	Compensation (X2) → Job Satisfaction (Y1)	0.780	-	0.780	0.000	H2 accepted
3	Work Environment (X1) → Professionalism (Y2)	0.584	-	0.584	0.000	H3 accepted
4	Compensation (X2) → Professionalism (Y2)	0.114	-	0.114	0.222	H4 rejected
5	Job Satisfaction (Y1) → Professionalism (Y2)	0.211	-	0.211	0.031	H5 accepted
6	Work Environment (X1) → Job Satisfaction (Y1) → Professionalism (Y2)	-	0.038 (0.181×0.211)	0.199	-	H6 rejected
7	Compensation (X2) → Job Satisfaction (Y1)	-	0.165 (0.780×0.211)	0.165	-	H7 accepted

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

	→ Professionalism (Y2)					

The results show that the work environment has a positive and significant effect on job satisfaction (coefficient = 0.181; p = 0.000), so H1 is accepted. Compensation also has a positive and significant effect on job satisfaction (coefficient = 0.780; p = 0.000), so H2 is accepted. The work environment has a positive and significant effect on civil servant professionalism (coefficient = 0.584; p = 0.000), so H3 is accepted. In contrast, compensation has no significant effect on civil servant professionalism (coefficient = 0.114; p = 0.222), so H4 is rejected. Job satisfaction has a positive and significant effect on civil servant professionalism (coefficient = 0.211; p = 0.031), so H5 is accepted. The mediation test using the Sobel test shows that the indirect effect of the work environment on civil servant professionalism through job satisfaction yields a Z value of 1.95, which is smaller than the critical value of 1.98 at the 5% significance level; H6 is therefore rejected, indicating that job satisfaction does not mediate the effect of the work environment on professionalism. Conversely, the indirect effect of compensation on civil servant professionalism through job satisfaction yields a Z value of 2.16, which is greater than the critical value of 1.98; H7 is therefore accepted, indicating that job satisfaction does mediate the effect of compensation on professionalism.

DISCUSSION

The finding that the work environment has a positive effect on job satisfaction is consistent with Sedarmayanti (2021), who states that a comfortable work environment supported by harmonious social relationships enhances employee morale and job satisfaction. Harmonious interpersonal relations and workplace security were the aspects most valued by civil servant respondents at the Regional Secretariat of Badung Regency, while lighting and air temperature remain areas requiring further improvement. The positive effect of compensation on job satisfaction is consistent with Hasibuan's (2020) theory that compensation provided fairly and appropriately will enhance employees' job satisfaction, motivation, and loyalty. This finding also reinforces the view of Handayani and Kurniawan (2023) that a transparent, performance-based compensation system can improve civil servants' job satisfaction, as employees feel they are being treated fairly by the organization.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The significant direct effect of the work environment on civil servant professionalism indicates that a conducive working condition directly encourages employees to work more diligently and responsibly, consistent with Kasmir (2022), who states that a comfortable and supportive environment drives employees to work more effectively and efficiently. Conversely, compensation shows no significant direct effect on professionalism, suggesting that civil servant professionalism is shaped more by non-financial factors such as competence, discipline, and commitment to duty than by the amount of remuneration received. Job satisfaction was found to have a positive effect on professionalism, reinforcing Robbins and Judge's (2022) view that an individual's positive feeling toward their job encourages productive, responsible, and goal-oriented work behavior. The mediation results reveal an interesting pattern: job satisfaction has not yet been able to bridge the effect of the work environment on professionalism, as professionalism among civil servants in public-sector organizations tends to be driven more by compliance with regulations, standard operating procedures, and supervisory oversight than by feelings of satisfaction alone. Nevertheless, job satisfaction serves as an important mechanism explaining how compensation translates into professional work behavior, in line with the findings of Susanti, Yudhyani, and Iskandar (2025), which show that job satisfaction can mediate the relationship between financial compensation and employee professionalism.

CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that the work environment and compensation each have a positive and significant effect on the job satisfaction of civil servant employees at the Regional Secretariat of Badung Regency. The work environment has a positive and significant effect on civil servant professionalism, whereas compensation has no significant effect. Job satisfaction has a positive and significant effect on civil servant professionalism. Job satisfaction has not been able to mediate the effect of the work environment on professionalism, but it has been shown to mediate the effect of compensation on professionalism.

The implication is that enhancing civil servant professionalism at the Regional Secretariat of Badung Regency should be pursued through two pathways: the direct creation of a conducive work environment, and the provision of fair compensation capable of enhancing employees' job satisfaction as a bridge toward more professional work behavior. Future research is recommended to incorporate additional variables such

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

as transformational leadership, organizational culture, or employee engagement, and to extend the scope of the study to other government institutions.

REFERENCES

Handayani, Siti; Kurniawan, Dedi, 2023, Konsep dan Terapan Sistem Penggajian Kompensasi dalam Peningkatan Kinerja Pegawai Sektor Publik, *Jurnal Ekonomi dan Bisnis*, 8(2): 101–112.

Hasibuan, Malayu, 2020, *Manajemen Sumber Daya Manusia*, Revised Edition, Bumi Aksara, Jakarta.

Hidayat, Rizki; Tjahjono, Heru Kurnianto; Fauziyah, 2025, Pengaruh Keadilan Kompensasi terhadap Kepuasan Kerja dan Kinerja Pegawai, *Business and Technology Insight Journal*, 6(1): 12–24.

Ismandra, Iwan, 2025, Pengaruh Lingkungan Kerja dan Disiplin Kerja terhadap Kinerja ASN di Dinas Sosial Kota Palembang, *Co-Value Jurnal Ekonomi Koperasi dan Kewirausahaan*, 15(9).

Kasmir, 2022, *Manajemen Sumber Daya Manusia: Teori dan Praktik* (6th ed.), Rajawali Pers.

Kurniawan, Hanief, 2025, Systematic Literature Review: The Role of Compensation in Enhancing Performance Outcomes, *Jurnal Ilmiah Ekonomi dan Bisnis*, 10(1): 1–15.

Natika, L; Septianti, L P, 2025, Profesionalisme Aparatur Sipil Negara, *The World of Public Administration Journal*, 5(1): 1–10.

Pentury, G M; Usmany, P, 2023, Job Satisfaction Mediates the Effect of Work Environment and Competence on Performance, *International Journal of Social Science and Business*, 7(2): 335–343.

Rivai, Veithzal; Sagala, Ella Jauvani, 2022, *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik* (3rd ed.), Rajawali Pers.

Robbins, Stephen P.; Judge, Timothy A., 2022, *Organizational Behavior* (18th ed.), Pearson Education.

Sedarmayanti, 2021, *Reformasi Administrasi Publik, Reformasi Birokrasi, dan Kepemimpinan Masa Depan* (Revised Edition), Refika Aditama.

Siagian, Sondang P., 2021, *Manajemen Sumber Daya Manusia* (26th ed.), Bumi Aksara.

Susanti, E; Yudhyani, E; Iskandar, R, 2025, The Effect of Public Service and Financial Compensation and Professionalism on Employee Performance with Job

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Satisfaction as an Intervening Variable, *International Journal of Entrepreneurship and Business Development*, 8(2): 210–220.

Tjiptoherijanto, Prijono, 2021, *Reformasi Birokrasi: Mewujudkan Aparatur Sipil Negara yang Profesional, Berintegritas, dan Berorientasi Pelayanan*, LIPI Press.

Wibowo, 2022, *Manajemen Kinerja* (6th ed.), Rajawali Pers.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.