

The Effect of Job Satisfaction, Teamwork, and Compensation on Employee Performance: A Study at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh

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ABSTRACT

This study aims to analyze the influence of job satisfaction, teamwork, and compensation on employee performance in the Operations and Maintenance Division III of the Sumatera I River Basin Agency (Balai Wilayah Sungai Sumatera I). This research employed a quantitative, associative research design. The population comprised all 46 employees of the Operations and Maintenance Division III of the Sumatera I River Basin Agency; therefore, the entire population was used as the sample using a saturated sampling technique. Data were collected through questionnaires using a Likert scale. Data analysis techniques included validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination (R^2), assisted by the SPSS program. The results indicate that job satisfaction, teamwork, and compensation have a positive and significant effect on employee performance. Simultaneously, job satisfaction, teamwork, and compensation also have a positive and significant effect on employee performance. Compensation is the most dominant variable influencing employee performance.

Keywords: Job Satisfaction, Teamwork, Compensation, Employee Performance.

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1. Introduction

Human resources are a key factor in determining the success of an organization, both in the private and public sectors. In public organizations, employee performance is an important indicator in realizing effective, efficient, and accountable governance. The government, as a provider of public services, is required to continuously improve the professionalism of its employees in responding to increasingly complex development challenges. Therefore, employee performance is a strategic aspect in supporting the achievement of organizational goals. In the context of the Indonesian government, the State Civil Apparatus (ASN) plays an important role as a public policy implementer, public service provider, and unifying element of the nation. Law Number 5 of 2014 concerning the State Civil

Apparatus emphasizes that ASN must demonstrate integrity, professionalism, neutrality, and freedom from political intervention. Thus, improving ASN performance is an important priority in bureaucratic reform.

Employee performance in public organizations is influenced by various factors, including job satisfaction, teamwork, and compensation. Job satisfaction reflects employees' feelings toward their work, work environment, and relationships with supervisors and colleagues. High job satisfaction can create a conducive work environment, increase motivation, and ultimately improve employee performance. In addition, teamwork plays an important role because employees are required to collaborate, communicate, and support one

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another in completing tasks. Effective teamwork can improve coordination, accelerate task completion, and enhance the quality of organizational outcomes. Compensation is also an important factor. Fair and transparent compensation, including rewards, career development opportunities, and training, can increase employee motivation, whereas unclear compensation systems may lead to dissatisfaction and reduce work enthusiasm.

The importance of these factors can be seen in the Operations and Maintenance Division III of the Sumatera I River Basin Agency, which has an important role in the operation and maintenance of water resources. The implementation of these responsibilities requires employees who demonstrate high performance, professionalism, and the ability to work effectively and efficiently. Based on employee data in 2026, the division consisted of 46 employees with diverse positions, ranks, educational backgrounds, and responsibilities, including technical personnel, financial managers, administrative staff, activity technicians, and supporting personnel.

The preliminary survey conducted on May 19, 2026, involving 10 employees of the Water Resources Operation and Maintenance Team, revealed several conditions related to job satisfaction, teamwork, compensation, and employee performance. In terms of performance, several employees had not yet achieved optimal work completion, particularly in meeting work targets within the expected time. This indicates that work effectiveness and efficiency still need to be improved so that tasks can be completed on time and according to organizational standards. Regarding job satisfaction, relationships between supervisors and employees were generally considered good; however, some employees still expected improvements in work guidance, motivation, coaching, and feedback regarding their work performance.

In terms of teamwork, coordination and collaboration among employees had been implemented in operational activities. Nevertheless, under certain circumstances, some employees tended to complete tasks individually, indicating that teamwork had not yet been fully optimized. Therefore, strengthening teamwork remains necessary to improve communication, coordination, and synergy among employees. This finding is consistent with Mulya (2026), who found that teamwork and communication play an important role in improving employee performance by creating a collaborative and communicative work environment. Meanwhile, in terms of compensation, particularly non-financial compensation such as opportunities for competency development, training, and career advancement, some employees felt that information and opportunities had not been distributed equally. This condition indicates that the compensation system still needs to be improved to provide greater motivation and recognition for employees in carrying out their responsibilities.

Previous studies also indicate that job satisfaction, teamwork, and compensation are

related to employee performance. Pratama (2023) found that job satisfaction and compensation have a positive effect on employee performance, while Hidayat et al. (2024) found that teamwork has a significant effect on employee performance. Lestari and Nugroho (2024) reported that teamwork and work motivation significantly improve employee performance. Furthermore, Sari and Putra (2025) found that job satisfaction and compensation have a positive and significant effect on employee performance, while Ramadhan et al. (2025) found that compensation, job satisfaction, and work discipline have a positive and significant effect on employee performance.

However, most previous studies have examined only two independent variables or replaced one of the variables with other organizational factors. Therefore, research that simultaneously examines job satisfaction, teamwork, and compensation in relation to employee performance remains relevant, particularly in the context of employees in the Operations and Maintenance Division III of the Sumatera I River Basin Agency.

Based on the preliminary survey and previous research, job satisfaction, teamwork, and compensation are considered important factors that may influence employee performance. Therefore, this study aims to analyze the effect of job satisfaction, teamwork, and compensation on employee performance in the Operations and Maintenance Division III of the Sumatera I River Basin Agency, Banda Aceh. The results are expected to contribute to the development of human resource management literature and provide practical input for organizations in improving employee performance and the quality of human resources.

2. Literature Review

2.1 Job Satisfaction

Job satisfaction refers to the emotional condition and positive attitude of employees toward their work, work environment, supervisors, and colleagues. Job satisfaction is a multidimensional concept involving emotional well-being, recognition of achievement, healthy social relationships, opportunities for self-development, and work-life balance (Locke, 2020). Employees who experience high job satisfaction tend to demonstrate greater enthusiasm, responsibility, and commitment in carrying out their duties.

In this study, job satisfaction is measured using five indicators proposed by Smith et al. in

Wibowo (2023), namely: (1) the work itself, (2) salary, (3) promotion opportunities, (4) supervision, and (5) coworkers. These indicators represent important aspects of employees' satisfaction with their work and organizational environment.

2.2 Teamwork

Teamwork is an activity carried out by two or more individuals who are interdependent and communicate effectively to achieve certain goals (Kinicki and Williams, 2020). Mathis and Jackson (2023) describe teamwork as a work approach that emphasizes synergy among different roles and individual skills to produce higher outputs than individual work. Similarly, Robbins and Judge (2022) explain that teamwork involves individuals with complementary skills working together, coordinating their activities, and sharing responsibility to achieve organizational goals.

According to Mathis and Jackson (2023), teamwork can be measured through six indicators: (1) open communication, (2) mutual trust, (3) coordination of efforts, (4) commitment to shared goals, (5) shared responsibility, and (6) collaborative problem solving. Open communication enables team members to exchange information and feedback, while mutual trust supports collaboration. Coordination ensures that tasks and responsibilities complement one another, shared goals provide a common direction, shared responsibility strengthens collective commitment, and collaborative problem solving enables team members to resolve work-related problems together.

2.3 Compensation

Compensation refers to everything received by employees in either financial or non-financial form as a reward for their contributions to the organization (Mukhtar Rosyid et al., 2024). Compensation represents the organization's appreciation for employees' work and contribution. An appropriate compensation system can encourage employees to improve their motivation, responsibility, and performance.

In this study, compensation is measured using four indicators based on Hasibuan (2023), namely: (1) wages and salary, (2) incentives, (3) allowances, and (4) facilities. These indicators represent the financial and organizational benefits received by employees as compensation for their work.

2.4 Employee Performance

Employee performance refers to the results of work achieved by an employee in terms of both quality and quantity when carrying out assigned responsibilities (Dewi and Purnawati, 2024). Employee performance is an important indicator of organizational effectiveness because the achievement of organizational objectives depends on employees' ability to complete their duties according to established standards.

According to Fadel in Dewi and Purnawati (2024), employee performance is measured through six indicators: (1) quality, (2) quantity, (3) timeliness, (4) effectiveness, (5) independence, and (6) work commitment. Quality refers to the

standard and perfection of work produced, quantity refers to the amount of work completed, timeliness reflects the ability to complete tasks according to predetermined schedules, effectiveness concerns the optimal use of organizational resources, independence reflects the employee's ability to perform work functions independently, and work commitment represents the employee's commitment to the organization and responsibility for assigned duties.

2.5 Theoretical Framework and Hypothesis Development

1. Theoretical Framework

The research framework represents the relationships among the concepts that are intended to be observed and measured through the research process. The research framework in this study illustrates the relationship between Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) as independent variables and Employee Performance (Y) as the dependent variable. The research framework is presented as follows.

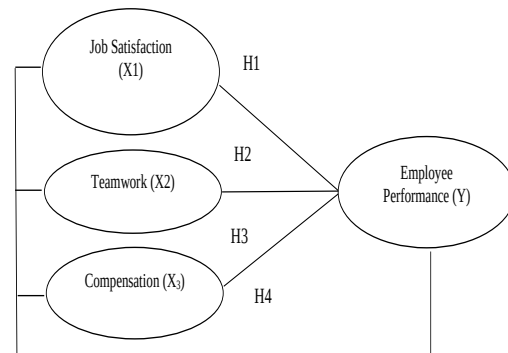


Figure 1. Theoretical Framework

2. Research Hypotheses

Based on the research framework above, the initial hypotheses can be formulated to examine the relationships among the research variables, as follows:

- H1: Job Satisfaction is hypothesized to have an effect on the performance of employees in the Operations and Maintenance Division III of the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.
- H2: Teamwork is hypothesized to have an effect on the performance of employees in the Operations and Maintenance Division III of the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.
- H3: Compensation is hypothesized to have an effect on the performance of employees in the Operations and Maintenance Division III of the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.
- H4: Job Satisfaction, Teamwork, and Compensation are hypothesized to simultaneously have an effect on the performance of employees in the Operations and Maintenance Division III of the Ministry of Public Works, Directorate General of Water Resources,

Sumatera I River Basin Agency, Banda Aceh.

3. Method

3.1 Research Design

This study employed a quantitative research approach with a causal research design. Quantitative research is used to examine a particular population or sample through data collection using research instruments and statistical data analysis to test predetermined hypotheses. This study aims to examine the effect of Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) on Employee Performance (Y) among employees of the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

The research was conducted using a causal relationship approach, which focuses on examining the effect of independent variables on the dependent variable. The research object consisted of Job Satisfaction, Teamwork, Compensation, and Employee Performance, while the unit of analysis was the employees of the Operations and Maintenance Division III at the Sumatera I River Basin Agency, Banda Aceh.

3.2 Research Location and Time

This research was conducted at the Sumatera I River Basin Agency (Balai Wilayah Sungai Sumatera I), located at Jl. Ir. Mohd. Thaher No. 14, Lueng Bata, Banda Aceh. The research object was employees of the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh. The study focused on Job Satisfaction, Teamwork, Compensation, and Employee Performance.

The research was conducted from April 2026 until completion. The research activities included initial observation, proposal preparation, questionnaire distribution, data collection, data analysis, and preparation of the research report.

3.3 Population and Sample

The population in this study consisted of all employees of the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh. The total population was 46 employees.

The sampling technique used in this study was saturated sampling, in which all members of the population were included as research samples. Considering that the total population consisted of 46 employees and could be reached by the researcher, the entire population was used as the sample. Therefore, the sample size in this study was 46 respondents.

3.4 Research Instrument

The research instrument used in this study was a questionnaire distributed to the respondents to obtain primary data. The questionnaire consisted of statements related to the research variables, namely Job Satisfaction (X1), Team-

work (X2), Compensation (X3), and Employee Performance (Y). Questionnaire data were collected directly from the respondents.

The measurement of the research variables used a five-point Likert scale. The response categories consisted of Strongly Agree (5), Agree (4), Less Agree (3), Disagree (2), and Strongly Disagree (1). The Likert scale was used to measure respondents' attitudes, opinions, and perceptions toward the research variables.

3.5 Data Analysis Technique

1. Validity Test

The validity test was conducted to determine whether the questionnaire was valid. A questionnaire is considered valid if the questions are able to reveal or measure what the questionnaire is intended to measure (Imam Ghazali, 2022). The validity test was conducted by comparing the calculated r value with the r table value using the degrees of freedom (df) = $n - 2$ at a significance level of 0.05. If the calculated r value is greater than the r table value and is a positive value, the item, question, or indicator is declared valid.

2. Reliability Test

The reliability test is used to measure a questionnaire that serves as an indicator of a variable. A questionnaire is considered reliable if the respondents' answers to the questions are consistent or stable over time (Imam Ghazali, 2022:22). In this study, the reliability of the questionnaire was tested by examining the Cronbach's Alpha value. A variable is considered reliable if it has a Cronbach's Alpha value greater than 0.60.

3. Classical Assumption Test

Before testing the hypotheses using multiple linear regression analysis, a classical assumption test was conducted to ensure that the regression model met the required assumptions. The classical assumption tests in this study consisted of the following:

Normality Test

The normality test aims to determine whether the disturbance variables or residuals in the regression model are normally distributed. The normality test is used to determine whether the data variables approach a normal population distribution or not (Imam Ghazali, 2022:23). In this study, the Kolmogorov-Smirnov (K-S) test was used. The decision criterion is that if the asymptotic significance (Asymp. Sig.) is greater than 0.05, the data are normally distributed. Conversely, if the Asymp. Sig. value is less than 0.05, the data are not normally distributed.

Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation among the independent variables in the regression model. A good regression model should not have correlations among the independent variables (Imam Ghazali, 2022:23). In this study, multicollinearity was examined by observing the Variance Inflation Factor (VIF) and Tolerance values. A regression model is considered free from multicollinearity if the VIF value is less than 10 and the Tolerance value is greater than 0.1.

Heteroscedasticity Test

The heteroscedasticity test aims to determine whether there is unequal variance of residuals between one observation and another. There are several methods for detecting heteroscedasticity; in this study, the Residual Plot was used. The test was conducted using a plot between the predicted values of the dependent variable and its residuals. A regression model is considered free from heteroscedasticity if there is no clear pattern and the points are distributed above and below the value of 0 on the axis (Imam Ghozali, 2022:23).

4. Multiple Linear Regression Analysis

The research data were analyzed using Multiple Linear Regression Analysis and processed using the SPSS (Statistical Package for the Social Sciences) version 27 program. Multiple linear regression analysis was used to examine the effect of Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) on Employee Performance (Y).

The multiple linear regression model used in this study can be formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

Y = Employee Performance

a = Constant

X₁ = Job Satisfaction

X₂ = Teamwork

X₃ = Compensation

b₁, b₂, b₃ = Regression coefficients

e = Error term

5. Partial Test (t-test)

The partial test (t-test) is used to examine the significance level of each independent variable, namely Job Satisfaction (X1), Teamwork (X2), and Compensation (X3), on Employee Performance (Y) individually. The testing criteria are as follows:

- If t-calculated > t-table, Ha is accepted, and H₀ is rejected.
- If t-calculated < t-table, H₀ is accepted, and Ha is rejected.

The hypotheses in this study are formulated as follows:

H01: Job Satisfaction has no effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

Ha1: Job Satisfaction has an effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

H02: Teamwork has no effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

Ha2: Teamwork has an effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

H03: Compensation has no effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

Ha3: Compensation has an effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

6. Simultaneous Test (F-test)

The F-test is used to examine the significance level of the independent variables, namely Job Satisfaction (X1), Teamwork (X2), and Compensation (X3), simultaneously or jointly on the dependent variable, Employee Performance (Y). The testing criteria are as follows:

- If F-calculated > F-table, Ha is accepted and H₀ is rejected.
- If F-calculated < F-table, H₀ is accepted and Ha is rejected.

The hypotheses in this study are formulated as follows:

H04: Job Satisfaction, Teamwork, and Compensation have no effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

Ha4: Job Satisfaction, Teamwork, and Compensation have an effect on the performance of employees in the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh.

4. Results and Discussion

4.1 Respondent Characteristics

Respondent characteristics describe the identities of the employees who served as the research subjects. The respondent characteristic data were obtained through questionnaires distributed to 46 employees of the Operations and Maintenance Division III at the Ministry of Public Works, Directorate General of Water Resources, Sumatera I River Basin Agency, Banda Aceh. The characteristics of the respondents in this study included gender, age, highest educational level, marital status, and length of employment. This information was intended to provide an overview of the profile of the respondents included in the research sample. The characteristics of the respondents are presented in Table 1.

Table 1. Respondent Characteristics

No.	Variable	Frequency	Percentage
1.	Gender:		
	- Male	39	84,8%
	- Female	7	15,2%
	Total	46	100%
2.	Age:		
	- ≤ 30 years	14	30,4%
	- 30-35 years	8	17,4%
	- 36-40 years	11	23,9%
	- ≥ 40 years	13	28,3%
	Total	46	100%
3.	Highest Educational Level:		
	- Senior High School (SMA)	9	19,6%
	- Diploma (D3)	8	17,4%
	- Bachelor's Degree (S1)	24	52,2%
	- Postgraduate (S2/S3)	9	10,8%
	Total	46	100%
4.	Marital Status:		
	- Married	34	73,9%
	- Unmarried	10	21,7%
	- Previously Married	2	4,4%
	Total	46	100%
5.	Length of Employment:		
	- ≤ 5 years	19	41,3%
	- 5-10 years	12	26,1%
	- 11-15 years	0	0,0%
	- 16-20 years	2	4,3%
	- ≥ 20 years	13	28,3%
	Total	46	100%

Based on Table 1, it is known that out of 46 respondents, the majority were male, consisting of 39 respondents or 84.8%, while female respondents accounted for 7 respondents or 15.2%. This indicates that the composition of employees in the Operations and Maintenance Division III of the Sumatera I River Basin Agency is still predominantly male. This condition is in line with the characteristics of the work, which are largely related to operational activities, maintenance of water resources infrastructure, and technical fieldwork that generally require considerable physical effort and high mobility.

Based on age, the respondents were predominantly in the ≤30 years age group, consisting of 14 respondents (30.4%), followed by the ≥40 years group with 13 respondents (28.3%), the 36–40 years group with 11 respondents (23.9%), and the 30–35 years group with 8 respondents (17.4%). This indicates that the employee composition is relatively diverse and predominantly consists of employees within the productive age range. This condition reflects a balance between younger employees and employees with longer work experience, which is expected to create synergy in task implementation, facilitate knowledge transfer, and improve work effectiveness within the organization.

Based on the respondents' highest educational level, the majority held a Bachelor's degree (S1), consisting of 24 respondents or 52.2%, followed by Senior High School (SMA) with 9 respondents or 19.6%, Diploma (D3) with 8 respondents or 17.4%, and Postgraduate education (S2/S3) with 5 respondents or 10.8%. This indicates that most employees have an adequate level of higher education to support the implementation of their duties and responsibilities. A relatively high level of education is expected to improve employees' ability to understand their work, solve problems, adapt to technological developments, and make more optimal contributions to achieving organizational goals.

Based on marital status, the majority of respondents were married, consisting of 34 respondents or 73.9%, while 10 respondents or 21.7% were unmarried and 2 respondents or

4.4% were previously married. This indicates that most employees have responsibilities within their family lives. This condition may influence employees' maturity, sense of responsibility, and motivation at work, which is expected to have a positive impact on discipline, commitment, and performance in carrying out their daily duties.

Furthermore, based on length of employment, most respondents had worked for ≤5 years, consisting of 19 respondents or 41.3%, followed by those with ≥20 years of service with 13 respondents or 28.3%, 5–10 years with 12 respondents or 26.1%, and 16–20 years with 2 respondents or 4.3%. There were no respondents with 11–15 years of work experience.

This indicates that the employee composition consists of both relatively new employees and employees with extensive work experience. This condition reflects the regeneration of human resources within the Sumatera I River Basin Agency, where newly recruited employees can gain knowledge and experience from senior employees. Thus, the combination of the enthusiasm of newer employees and the experience of senior employees is expected to improve teamwork, the effectiveness of task implementation, and support the achievement of optimal organizational performance.

4.2 Data Analysis Results

1. Validity Test

Based on the validity test results, all statement items for the variables Job Satisfaction, Teamwork, Compensation, and Employee Performance had significance values below 0.05 and calculated r values greater than the r table value (0.290). Therefore, all statement items met the validity criteria and were declared valid. Accordingly, all statement items were considered appropriate for use as research instruments and could proceed to the reliability testing and subsequent data analysis stages. The complete results of the validity test are presented in

Table 2. Validity Test

Question Item	Variable	r Calculated	r Table	Status
Item A1	Y	0.919	0.290	Valid
Item A2		0.907	0.290	Valid
Item A3		0.944	0.290	Valid
Item A4		0.864	0.290	Valid
Item A5		0.931	0.290	Valid
Item A6		0.937	0.290	Valid
Item B1	X1	0.776	0.290	Valid
Item B2		0.862	0.290	Valid
Item B3		0.839	0.290	Valid
Item B4		0.859	0.290	Valid
Item B5		0.756	0.290	Valid
Item C1	X2	0.845	0.290	Valid
Item C2		0.717	0.290	Valid
Item C3		0.832	0.290	Valid
Item C4		0.743	0.290	Valid
Item C5		0.822	0.290	Valid
Item C6	X3	0.843	0.290	Valid
Item D1		0.858	0.290	Valid
Item D2		0.872	0.290	Valid
Item D3		0.864	0.290	Valid
Item D4		0.848	0.290	Valid

Based on Table 2, it can be concluded that all statement items for the variables Job Satisfaction

(X1), Teamwork (X2), Compensation (X3), and Employee Performance (Y) met the validity criteria. This is indicated by the calculated r values for each item, which ranged from 0.717 to 0.944, all of which were greater than the r table value of 0.290 at a significance level of $\alpha = 5\%$ with a total of 46 respondents ($df = 44$). In addition, all items had significance values below 0.05, indicating that all questionnaire items were valid.

Therefore, the research instrument was able to measure each variable appropriately and was considered suitable for use as a data collection instrument in this study. The instrument could subsequently proceed to the reliability testing and further data analysis stages.

2. Reliability Test

According to Sahir (2021:33), reliability refers to testing the consistency of respondents' answers. Reliability is expressed in the form of a coefficient, in which a higher coefficient value indicates a higher level of reliability or consistency of respondents' answers. The reliability test is used to measure the accuracy and consistency of the research instrument. A variable is considered reliable if it has a Cronbach's Alpha value greater than 0.60. The reliability test results for each variable are presented in the following table.

Table 3. Reliability Test

N o.	Variable	Cronbach's Alpha	Criterion	Status
1.	Job Satisfaction (X1)	0.877	0,60	Reliabel
2.	Teamwork (X2)	0.889	0,60	Reliabel
3.	Compensation (X3)	0.883	0,60	Reliabel
4.	Employee Performance (Y)	0.962	0,60	Reliabel

Based on Table 3, the reliability test results show that the Job Satisfaction (X1) variable has a Cronbach's Alpha value of 0.877, Teamwork (X2) has a value of 0.889, Compensation (X3) has a value of 0.883, and Employee Performance (Y) has a value of 0.962. All variables have Cronbach's Alpha values greater than 0.60. Therefore, it can be concluded that all research instruments are reliable.

Thus, the questionnaire used in this study has a good level of consistency and is suitable for use in subsequent data analysis.

4.3 Classical Assumption Test.

1. Normality Test

The normality assumption test was conducted to determine whether the data of the independent variables (X) and dependent variable (Y) in the resulting regression equation were normally or non-normally distributed. If the data were normally distributed, parametric statistical methods could be used for data analysis and hypothesis testing. The normality of the data was tested using the One-Sample Kolmogorov-Smirnov test, with the following criterion: if the significance probability is > 0.05 , the data are considered to be normally distributed. The results

of the data processing in this study are presented as follows:

Table 4. Normality Test

Normality	Residual
Kolmogorov-Smirnov Z	0.200
Sig.	0.547

Based on Table 4, the results of the residual data normality test using the One-Sample Kolmogorov-Smirnov Test show a Kolmogorov-Smirnov Z value of 0.200 with a significance value (Sig.) of 0.547. Since the significance value is greater than 0.05 ($0.547 > 0.05$), it can be concluded that the residual data in the regression model are normally distributed. Thus, one of the classical assumptions in regression analysis has been fulfilled, indicating that the regression model is appropriate for further analysis.

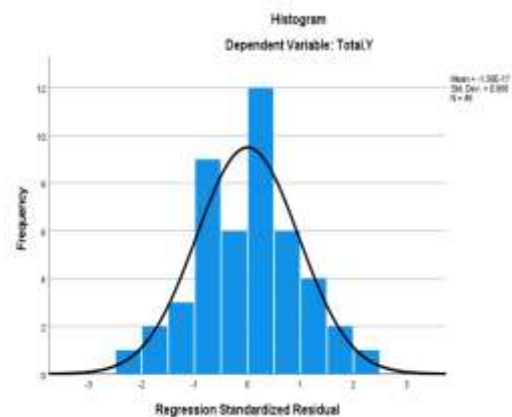


Figure 2. Histogram Chart

Based on Figure 2, the Regression Standardized Residual histogram for the dependent variable, Employee Performance, shows that the distribution of residuals forms a pattern resembling a bell-shaped curve and follows the normal curve displayed. Most of the residual values are concentrated around zero, with a relatively symmetrical distribution to the left and right. This indicates that the regression residuals do not exhibit any substantial extreme deviation (skewness).

2. Multicollinearity Test

This classical assumption test is used to measure the level of association (closeness) of the relationship or influence among the independent variables through the magnitude of the correlation coefficient (r). The decision-making guidelines for the multicollinearity test using SPSS are based on the Tolerance and Variance Inflation Factor (VIF) values, as follows:

Based on the Tolerance Value

- If the tolerance value is greater than 0.10, it indicates that there is no multicollinearity in the regression model.
- If the tolerance value is less than 0.10, it indicates that multicollinearity occurs in the regression model.

Based on the VIF Value

- If the VIF value is less than 10, it indicates that there is no multicollinearity in the regression model.

- b. If the VIF value is greater than 10, it indicates that multicollinearity occurs in the regression model.

Table 5. Classical Assumption Test of Multicollinearity

Variable	Kolonieritas	
	Tolerance	VIF
Job Satisfaction (X1)	0.160	6.255
Teamwork (X2)	0.182	5.488
Compensation (X3)	0.208	4.800

Based on Table 5, it can be seen that the Job Satisfaction (X1) variable has a tolerance value of 0.160 and a VIF value of 6.255. The Teamwork (X2) variable has a tolerance value of 0.182 and a VIF value of 5.488, while the Compensation (X3) variable has a tolerance value of 0.208 and a VIF value of 4.800. All variables have tolerance values greater than 0.10 and VIF values less than 10. Therefore, it can be concluded that the regression model does not exhibit multicollinearity. Thus, the regression model meets the classical assumptions and is appropriate for further analysis.

3. Heteroscedasticity Test

Sahir (2021:69) states that "the heteroscedasticity test is conducted to determine whether there is an inequality of variance from the residuals of one observation to another. If the residuals have the same variance, it is referred to as homoscedasticity, whereas if the variances are different, it is referred to as heteroscedasticity. A good regression equation should not exhibit heteroscedasticity. This analysis was conducted using SPSS Version 27.0 through a scatterplot graph between the predicted values (ZPRED) for the independent variables and the residual values (SRESID). The results of the homoscedasticity test are presented in the following graph:

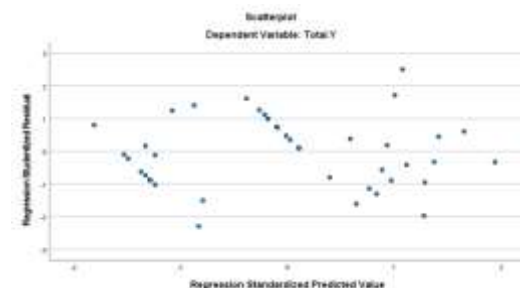


Figure 3. Heteroscedasticity test

Based on Figure 3, the results of the heteroscedasticity test show that the residual points in the scatterplot are randomly distributed above and below zero and do not form any particular pattern. This indicates that there is no heteroscedasticity in the regression model. Therefore, the classical assumption of homoscedasticity has been fulfilled; the residual variance is constant, and the regression model is appropriate for further analysis and valid and reliable hypothesis testing.

4.4 Hypothesis Test Results

1. The Effect of Independent Variables on the Dependent Variable

In accordance with the research questions and hypotheses, this analysis aims to determine the effect of Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) as independent variables on Employee Performance (Y) as the dependent variable, both partially and simultaneously. The analysis was conducted using multiple linear regression analysis to determine the magnitude of the effect of each independent variable on the dependent variable. The results of the multiple linear regression analysis are presented in Table below:

Table 6. The Effect of Each Independent Variable on the Dependent Variable

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.174	1.387		2.289	0.027
Job Satisfaction (X1)	0.422	0.166	0.296	2.533	0.015
Teamwork (X2)	0.285	0.132	0.236	2.156	0.037
Compensation (X3)	0.737	0.163	0.463	4.525	0.000

a. Dependent Variable: Employee Performance (Y)

Based on the results of the multiple linear regression analysis presented in Table 4.10, the regression equation is obtained as follows:

$$Y = 3.174 + 0.422X_1 + 0.285X_2 + 0.737X_3$$

Based on the results of the multiple linear regression analysis, the effect of each independent variable can be explained as follows:

a. Constant

The constant value of 3.174 with a significance value of 0.027 (< 0.05) indicates that when the variables Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) are assumed to have a value of zero, Employee Performance (Y) still has a basic value of 3.174.

b. The Effect of Job Satisfaction (X1) on Employee Performance (Y)

The Job Satisfaction variable has a regression coefficient of 0.422, a calculated t-value of 2.533, and a significance level of 0.015 (< 0.05). These results indicate that Job Satisfaction has a positive and significant effect on Employee Performance. This means that the better the level of job satisfaction experienced by employees, the higher their performance will be.

c. The Effect of Teamwork (X2) on Employee Performance (Y)

The Teamwork variable has a regression coefficient of 0.285, a calculated t-value of 2.156, and a significance level of 0.037 (< 0.05). These results indicate that Teamwork has a positive and significant effect on Employee Performance. This means that the better the cooperation among employees, the higher their performance will be.

d. The Effect of Compensation (X3) on Employee Performance (Y)

The Compensation variable has a regression coefficient of 0.737, a calculated t-value of 4.525, and a significance level of 0.000 (< 0.05). These results indicate that Compensation has a positive and significant effect on Employee Performance. This means that the better the compensation received by employees, the higher their performance will be.

Furthermore, based on the Standardized Beta values, Compensation has the largest coefficient, namely 0.463, compared with Job Satisfaction (0.296) and Teamwork (0.236). Therefore, Compensation is the most dominant variable influencing Employee Performance in this study.

2. Correlation and Coefficient of Determination

The coefficient of determination, denoted by R^2 , aims to determine the extent to which the independent variables contribute to the variation in the dependent variable in the regression equation. The results of the coefficient of determination test are presented as follows:

Table 7. Coefficient of Determination Test

Model Summary ^b				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.953	0.908	0.902	1.163
a. Predictors: (Constant), Total.X3, Total.X1, Total.X2				
b. Dependent Variable: Total.Y				

a. Correlation Coefficient (R)

The R value of 0.953 indicates that there is a strong relationship between Job Satisfaction, Teamwork, Compensation, and Employee Performance.

b. Coefficient of Determination (R²)

The R^2 value of 0.908 indicates that 90.8% of the variation in Employee Performance can be explained by Job Satisfaction, Teamwork, and Compensation, while the remaining 9.2% is influenced by other factors not examined in this study.

c. Adjusted R²

The Adjusted R^2 value of 0.902 indicates that after adjusting for the number of independent variables and the sample size, Job Satisfaction, Teamwork, and Compensation contribute 90.2% to explaining Employee Performance.

d. Std. Error of the Estimate

The Std. Error of the Estimate value of 1.163 indicates that the prediction error of the regression model is relatively small. Therefore, the regression model used is considered adequate for explaining the relationship between Job Satisfaction, Teamwork, Compensation, and Employee Performance.

3. Partial Test (t-Test)

The partial test is used to examine the significance of each independent variable individually on the dependent variable. The decision is made by comparing the calculated t-value (t-count) with the t-table value at a significance level of $\alpha = 5\%$. The results of the calculation are presented in the following table:

Table 8. Partial Test (t-Test)

No.	Independent Variable	t-count	t-table	Sig
1.	Job Satisfaction (X1)	2.533	1.681	0.015
2.	Teamwork (X2)	2.156	1.681	0.037
3.	Compensation (X3)	4.525	1.681	0.000

Based on Table 5, the results of the Partial Test (t-test) can be explained as follows:

a. Job Satisfaction (X1)

Job Satisfaction (X1) obtained a calculated t-value of 2.533, which is greater than the t-table value of 1.681, with a significance value of 0.015. Since the calculated t-value > the t-table value and the significance value < 0.05, H_0 is rejected, and H_1 is accepted. This indicates that Job Satisfaction has a positive and significant effect on Employee Performance. Therefore, the higher the level of job satisfaction experienced by employees, the better the performance they produce.

b. Teamwork (X2)

Teamwork (X2) obtained a calculated t-value of 2.156, which is greater than the t-table value of 1.681, with a significance value of 0.037. Since the calculated t-value > the t-table value and the significance value < 0.05, H_0 is rejected, and H_1 is accepted. These results indicate that Teamwork has a positive and significant effect on Employee Performance. This means that better coordination, communication, and collaboration among team members lead to improved employee performance in carrying out their duties and responsibilities.

c. Compensation (X3)

Compensation (X3) obtained a calculated t-value of 4.525, which is greater than the t-table value of 1.681, with a significance value of 0.000. Since the calculated t-value > the t-table value and the significance value < 0.05, H_0 is rejected, and H_1 is accepted. These results indicate that Compensation has a positive and significant effect on Employee Performance. In other words, fair, adequate, and contribution-based compensation can increase work motivation, which in turn contributes to improved employee performance.

Overall, the independent variables consisting of Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) are proven to have a positive and significant effect on Employee Performance. This is demonstrated by the calculated t-values of all variables being greater than the t-table value of 1.681, while the significance values of all variables are less than 0.05. Among the three variables, Compensation (X3) has the highest calculated t-value of 4.525, indicating that Compensation is the variable with the strongest influence on Employee Performance in this research model.

4. Simultaneous Test (F-Test)

The simultaneous test is conducted to determine whether Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) simultaneously have an effect on Employee Performance (Y) among employees in the Field of Operation and Maintenance III, Ministry of Public Works, Directorate General of Water Resources, Sumatra I River Basin Office, Banda Aceh, as presented in the following table:

Table 9. Simultaneous Test (F-Test)

Model	Sum of Squares	Df	Mean Squares	F-Count	F-Table	Sig.
1 Regression	562.716	3	187.572	138.737	2.830	0.000
Residual	56.784	42	1.352			

	Total	619.500	45				
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Based on Table 9, the Analysis of Variance (ANOVA) results show that the calculated F-value is 138.737, while the F-table value is 2.830, with a significance level of 0.000. Since the calculated F-value (138.737) > the F-table value (2.830) and the significance value (0.000) < 0.05, H_0 is rejected and H_1 is accepted. This indicates that Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) simultaneously or jointly have a positive and significant effect on Employee Performance (Y).

The results of this test indicate that the regression model used in this study is fit and appropriate for explaining the relationship between the independent and dependent variables. In other words, changes in employee performance are not influenced by only one variable but are jointly influenced by Job Satisfaction, Teamwork, and Compensation. These three variables complement each other in improving employee performance. Therefore, if the organization is able to increase job satisfaction, strengthen teamwork, and provide appropriate compensation, employee performance is expected to improve significantly.

4.5 Discussion

1. The Effect of Job Satisfaction, Teamwork, and Compensation on Employee Performance

Based on the results of the simultaneous test (F-test), the calculated F-value was 138.737, which was greater than the F-table value of 2.830, with a significance value of 0.000 < 0.05. These results indicate that Job Satisfaction (X1), Teamwork (X2), and Compensation (X3) jointly have a positive and significant effect on Employee Performance (Y). Therefore, the hypothesis stating that the three independent variables simultaneously affect employee performance is accepted.

These findings indicate that improving employee performance is not influenced by only one factor, but rather results from a combination of several mutually supportive factors. Job satisfaction encourages employees to work with greater enthusiasm, teamwork creates coordination and effectiveness in completing tasks, while compensation provides motivation and recognition for employees' contributions. These three factors complement each other in creating a productive working environment, thereby contributing to optimal employee performance.

The findings also indicate that the organization needs to implement comprehensive human resource management policies. Efforts to improve job satisfaction should be accompanied by the development of a solid teamwork culture and a fair compensation system that is aligned with employee performance. By addressing these three aspects simultaneously, the organization can more effectively improve employee productivity, achieve organizational targets, and develop high-performing and competitive human resources. Furthermore, based on the partial test

results, Compensation is the factor with the most dominant influence on employee performance. Therefore, improving the compensation system can be one of the main priorities in human resource management at the Sumatra I River Basin Office.

2. The Effect of Job Satisfaction on Employee Performance

Based on the results of the partial test (t-test), the Job Satisfaction (X1) variable obtained a calculated t-value of 2.533, which was greater than the t-table value of 1.681, with a significance value of 0.015 < 0.05. These results indicate that Job Satisfaction has a positive and significant effect on the performance of employees in the Field of Operation and Maintenance III, Ministry of Public Works, Directorate General of Water Resources, Sumatra I River Basin Office, Banda Aceh. Therefore, the hypothesis stating that Job Satisfaction affects employee performance is accepted. This means that the higher the level of satisfaction employees feel toward their jobs, the higher the performance they produce in carrying out their duties and responsibilities.

Job satisfaction refers to employees' positive feelings toward their work, including aspects related to the work environment, relationships with supervisors and colleagues, career development opportunities, and rewards received. Employees who feel satisfied tend to have higher work enthusiasm, greater discipline, stronger responsibility, and greater commitment to producing optimal work results. Conversely, low job satisfaction may reduce employee motivation, which can subsequently affect productivity and work quality.

The results of this study demonstrate that Job Satisfaction is an important factor in improving employee performance at the Sumatra I River Basin Office. This condition indicates that the organization needs to continuously create a comfortable working environment, provide recognition for work achievements, and pay attention to employee needs in order to maintain job satisfaction. The better the job satisfaction experienced by employees, the greater their contribution to achieving organizational goals.

3. The Effect of Teamwork on Employee Performance

Based on the results of the partial test (t-test), the Teamwork (X2) variable obtained a calculated t-value of 2.156, which was greater than the t-table value of 1.681, with a significance value of 0.037 < 0.05. These results indicate that Teamwork has a positive and significant effect on the performance of employees in the Field of Operation and Maintenance III, Ministry of Public Works, Directorate General of Water Resources, Sumatra I River Basin Office, Banda Aceh. Therefore, the hypothesis stating that Teamwork affects employee performance is accepted.

Teamwork refers to the ability of organizational members to coordinate, communicate, assist one another, and collaborate in completing

tasks. An organization with effective teamwork can achieve its targets more easily because each member shares responsibility for completing tasks. Effective communication among employees can also minimize work errors, accelerate task completion, and improve the efficiency of task implementation.

In Field of Operation and Maintenance III, teamwork plays an important role because most activities require coordination among employees in operational activities and infrastructure maintenance. Therefore, the better the working relationships, communication, and coordination among employees, the higher the resulting performance. The results of this study demonstrate that improving teamwork can have a positive impact on employee productivity and work effectiveness.

4. The Effect of Compensation on Employee Performance

Based on the results of the partial test (t-test), the Compensation (X3) variable obtained a calculated t-value of 4.525, which was greater than the t-table value of 1.681, with a significance value of $0.000 < 0.05$. These results indicate that Compensation has a positive and significant effect on the performance of employees in the Field of Operation and Maintenance III, Ministry of Public Works, Directorate General of Water Resources, Sumatra I River Basin Office, Banda Aceh. Therefore, the hypothesis stating that Compensation affects employee performance is accepted.

Compensation refers to all forms of remuneration received by employees in return for their contributions to the organization, including salaries, allowances, incentives, and other rewards. Fair compensation that is appropriate to the workload can increase employee motivation to perform better. Employees who feel that they receive appropriate rewards tend to demonstrate greater loyalty and discipline and are encouraged to improve the quality of their work.

The results of this study indicate that Compensation is the variable with the greatest influence on employee performance compared with the other variables. This is reflected in its calculated t-value of 4.525, which is the highest among all independent variables. This condition indicates that compensation that is appropriate to employees' contributions can increase motivation, satisfaction, and work enthusiasm, thereby directly contributing to improved employee performance. Therefore, the organization needs to continuously evaluate its compensation system to ensure that it remains fair, competitive, and capable of improving employee welfare.

5. Conclusions and Suggestions

5.1 Conclusions

Based on the results of the study on the effect of Job Satisfaction, Teamwork, and Compensation on Employee Performance in the Field of Operation and Maintenance III, Ministry of Public Works, Directorate General of Water Resources,

Sumatra I River Basin Office, Banda Aceh, the following conclusions can be drawn:

1. Job Satisfaction

Based on the results of the partial test (t-test), the Job Satisfaction variable obtained a calculated t-value of 2.533, which was greater than the t-table value of 1.681, with a significance value of $0.015 < 0.05$. These results indicate that Job Satisfaction has a positive and significant effect on Employee Performance. This means that the higher the level of job satisfaction experienced by employees, the better their performance in carrying out their duties and responsibilities.

2. Teamwork

Based on the results of the partial test (t-test), the Teamwork variable obtained a calculated t-value of 2.156, which was greater than the t-table value of 1.681, with a significance value of $0.037 < 0.05$. These results indicate that Teamwork has a positive and significant effect on Employee Performance. This demonstrates that effective communication, coordination, and collaboration among employees can improve the effectiveness of task completion and consequently enhance employee performance.

3. Compensation

Based on the results of the partial test (t-test), the Compensation variable obtained a calculated t-value of 4.525, which was greater than the t-table value of 1.681, with a significance value of $0.000 < 0.05$. Therefore, Compensation has a positive and significant effect on Employee Performance. Among all independent variables, Compensation is the variable with the most dominant influence on Employee Performance. This indicates that fair and appropriate compensation can increase employee motivation, loyalty, and productivity.

4. Simultaneous Effect

Based on the results of the simultaneous test (F-test), the calculated F-value was 138.737, which was greater than the F-table value of 2.830, with a significance value of $0.000 < 0.05$. These results indicate that Job Satisfaction, Teamwork, and Compensation simultaneously have a positive and significant effect on Employee Performance. Therefore, improving employee performance can be achieved through increasing job satisfaction, strengthening teamwork, and providing appropriate compensation.

5.2 Suggestions

Based on the conclusions above, the researcher provides several suggestions as follows:

1. Suggestions for Job Satisfaction

The management of Field of Operation and Maintenance III, Sumatra I River Basin Office, is advised to continuously improve employee job satisfaction by creating a comfortable working environment, providing recognition for work achievements, providing opportunities for competency development, and establishing open communication between management and employees. These efforts are expected to increase work motivation and encourage employees to achieve optimal performance.

2. Suggestions for Teamwork

The organization needs to strengthen the teamwork culture by improving coordination, communication, and collaboration among employees. In addition, activities such as regular coordination meetings, team discussions, teamwork training (*team building*), and clear task distribution should be continuously improved so that each employee can work effectively in achieving organizational goals.

3. Suggestions for Compensation

Since Compensation is the variable with the most dominant influence on employee performance, the organization is advised to continuously evaluate the compensation system to ensure that it remains fair, transparent, and appropriate to employees' workloads and achievements. In addition to financial compensation, the organization can also improve non-financial compensation, such as providing awards, opportunities for promotion, training, and recognition of good performance, in order to increase employee motivation and loyalty.

4. Suggestions for Future Research

Future research is recommended to develop the research model by considering other variables that may influence employee performance, such as leadership style, work motivation, work environment, organizational culture, work discipline, organizational commitment, and *employee engagement*. In addition, future studies may be conducted in different institutions or sectors with a larger number of respondents, so that the findings can provide broader generalizability. The use of more comprehensive analytical methods, such as Structural Equation Modeling (SEM) or Partial Least Squares Structural Equation Modeling (PLS-SEM), may also be considered to analyze the relationships among variables more deeply and provide a more comprehensive understanding of the factors influencing employee performance.

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