# The Analysis of Compensation and Training Effect on Work Motivation with The Work Environment as An Intervening Variable at The Airport Authority Region II Office Medan

**Ratna Maharani Ika Putri[1], Wilchan Robain[2], Sri Rahayu[3]**
Universitas Pembangunan Pancabudi
**Email:** putri.7982@gmail.com[1], wilchan_robain@dosen.pancabudi.ac.id[2],
srirahayu@dosen.pancabudi.ac.id[3]

*Abstract*

*This study aims to analyze the effect of compensation and training on work spirit with the work environment as an intervening variable at the Medan Airport Authority Region II. The employee population is 96 employees. The research model is path analysis and research data collection using a questionnaire. The results of the study are as follows: Employee compensation has a positive and significant effect on the work environment. Employee training has a positive and significant effect on the work environment. Employee compensation has a positive and significant effect on employee spirit. Employee training has a positive and significant effect on employee spirit. The work environment has a positive and significant effect on employee spirit. Employee compensation has a positive and significant effect on employee spirit through the work environment. Employee training has a positive and significant effect on employee spirit through the work environment. Training that is in accordance with the work, duties and responsibilities of employees who are encouraged by a comfortable work environment will foster high morale in employees to provide maximum work results so that agency goals can be achieved as well as possible. That employee training and the work environment have a mutually reinforcing relationship, where a good work environment will encourage agency leaders to carry out good employee training as well, which will ultimately create high enthusiasm among employees to provide maximum work results for Airport Authority Region II Medan. duties and responsibilities of employees who are encouraged by a comfortable work environment will foster high morale in employees to provide maximum work results so that agency goals can be achieved as well as possible. That employee training and the work environment have a mutually reinforcing relationship, where a good work environment will encourage agency leaders to carry out good employee training as well, which will ultimately create high enthusiasm among employees to provide maximum work results for Airport Authority Region II Medan. duties and responsibilities of employees who are encouraged by a comfortable work environment will foster high morale in employees to provide maximum work results so that agency goals can be achieved as well as possible. That employee training and the work environment have a mutually reinforcing relationship, where a good work environment will encourage agency leaders to carry out good employee training as well, which will ultimately create high enthusiasm among employees to provide maximum work results for Airport Authority Region II Medan.*

*Keywords: Compensation, Training, Spirit of Work, Work Environment*

## INTRODUCTION

Human Resources (HR) is one of the assets that drives performance, effectiveness and productivity in an organization. Work results in the organization depend on the quality of its Human Resources (HR). If the Human Resources (HR)

in an organization are very good, namely employees have good competence and/or skills, then the work of the organization will also be very good.

According to Hariyanti (2015), morale is every feeling that allows a person to work to produce more and better work. This makes work enthusiasm the main reference for organizational employees in improving their performance and becomes an important thing to pay attention to by companies and or agencies for the sustainable development of companies or agencies.

Rivai (2013) said that compensation is something employees receive as a substitute for their service contributions to the company. Compensation is the main cost of expertise or work and loyalty in the company's business.

Compensation is also an effort to improve employee welfare. When employees are successful in their welfare, there is no doubt that their morale will increase because they get very decent and satisfying compensation. Because they have received very good compensation so that it boosts employee morale so that their performance will be very optimal too. As said by Rivai (2013) that indirect compensation is an addition given based on company policy to all employees as an effort to improve the welfare of employees.

According to Sedarmayanti (2018) the physical work environment is all physical conditions that exist around the workplace that can affect employees both directly and indirectly. Nitisemito in Nuraini (2013) also said that the work environment is everything that is around the employee and can influence the carrying out of the tasks assigned to him, for example by having air conditioner (AC), adequate lighting and so on.

In terms of morale, there were quite a number of problems that occurred at the Medan Region II Airport Authority Office. This is indicated by the frequent delays that occur in the completion of tasks assigned to employees. In addition, being late at work is also a daily routine for many employees. There are quite a lot of employees who leave the office during working hours. These things are an indication of the relatively low morale of the Medan Region II Airport Authority Office employees. Based on a pre-survey conducted on 20 employees, it was found that there were indications of problems with employee morale.

In addition to paying attention to compensation and training, it is also very important to pay attention to the conditions of the work environment in an effort to provide comfort and safety for employees at work. Of course, employees need good working conditions and atmosphere and support in carrying out their work.

However, the work room of the Medan Region II Airport Authority Office has room decorations that are not attractive enough and do not make employees feel comfortable and happy at work. In terms of tidiness, adjusting the location of goods, room decorations, the beauty of the room. This looks like the Medan Region II Airport Authority Office pays little attention to the decoration of the workspace which can make employees comfortable and happy to have a good and beautiful

work space. So that this can affect employee morale when entering and working with conditions and workspace situations that are less attractive to employees.

## LITERATURE REVIEW
### Spirit at work
According to Tohardi (in Sumbi, 2017) morale is the ability of a group of people to work together diligently and consistently in pursuit of common goals.

### Factors Affecting Work Morale
Factors that affect employee morale according to Mathis (in Nugroho, 2018) are:
1. Compensation
2. Education and training
3. Job promotion
4. Work environment

### Morale Indicator
According to Tohardi (2017) indicators of morale are:
1. Low Work Productivity
2. Rising and High Absence Rates.
3. High Employee Turnover Rate
4. Increased Damage Rate
5. Anxiety Everywhere.
6. Frequent Claims
7. Strike

### Compensation
Simamora (2014) compensation is a gift to employees with financial payments as remuneration for work performed and as motivation for carrying out activities in the future.

### Factors Affecting Compensation
The factors that affect compensation according to Hasibuan (2018) are:
1. Labor Supply and Demand
2. Company Capability and Willingness
3. Labor Union or Employee Organization
4. Employee Work Productivity
5. The government and its laws and decrees
6. Cost of Living or Cost Of Living
7. Employee Position
8. Employee Education and Experience

9. National Economic Conditions
10. Type and Nature of Work

## Compensation Indicator

Nawawi (2015) explains that there are several indicators that can be used as a measure of compensation, namely:
1. Wages
2. Incentive
3. Allowances
4. Facility

## Training

According to Mangkuprawira (2014), training is a process of teaching knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards.

## Factors Influencing Training

Rivai and Sagala (2019) suggest that in carrying out training there are factors that play a role, namely:
1. Instructor
2. Participant
3. Material (material)
4. Method
5. Training goals
6. Supportive environment

## Training Indicator

According to Mangkuprawira (2014), there are several indicators that can be measured from the methods used, including the following:
1. Goals and Goals
2. Coach
3. Method
4. Training Participants

## Work environment

Sedarmayanti (2018) says that the physical work environment is all physical conditions that exist around the workplace that can affect employees both directly and indirectly.

## Factors Affecting Work Environment

Sedarmayanti (2018) explains the work environment factors, namely:

1. Physical Work Environment Factors
   a. Coloring
   b. Lighting
   c. Air
   d. Noise
   e. Space
   f. Security
   g. Cleanliness
2. Non-Physical Work Environment Factors
   a. work structure
   b. work responsibilities
   c. Leader attention and support
   d. Cooperation between groups
   e. Smooth communication

## Work Environment Indicators

According to Sedarmayanti (2018) states that the dimensions of the physical work environment consist of several indicators below:

1. Noise
2. Security
3. Lighting
4. Room Air Temperature
5. Facility
6. Decoration at Work

## METHOD

This study uses quantitative data using path analysis. Data collection techniques using a questionnaire. The type of data in this study uses primary data and secondary data.

The location of the research was carried out at the Medan Region II Airport Authority Office. The population in this study were all employees in the field of security, air transportation and airworthiness, and airport service and operation who worked at the Medan Regional Airport Authority Office, totaling 96 people.

## RESULTS AND DISCUSSION

### Outer Model Testing

The first convergent validity test is to look at the loading factor value of each instrument on the construct variable. A loading value greater than 0.7 is a

good loading factor value for an instrument measuring its construct variables. Furthermore, the second convergent validity test is to look at the Average Variance Extracted value on the construct variable. The Average Variance Extracted value is greater than 0.5, which is a good Average Variance Extracted value for the construct variable. The results of this convergent validity test are explained as follows:
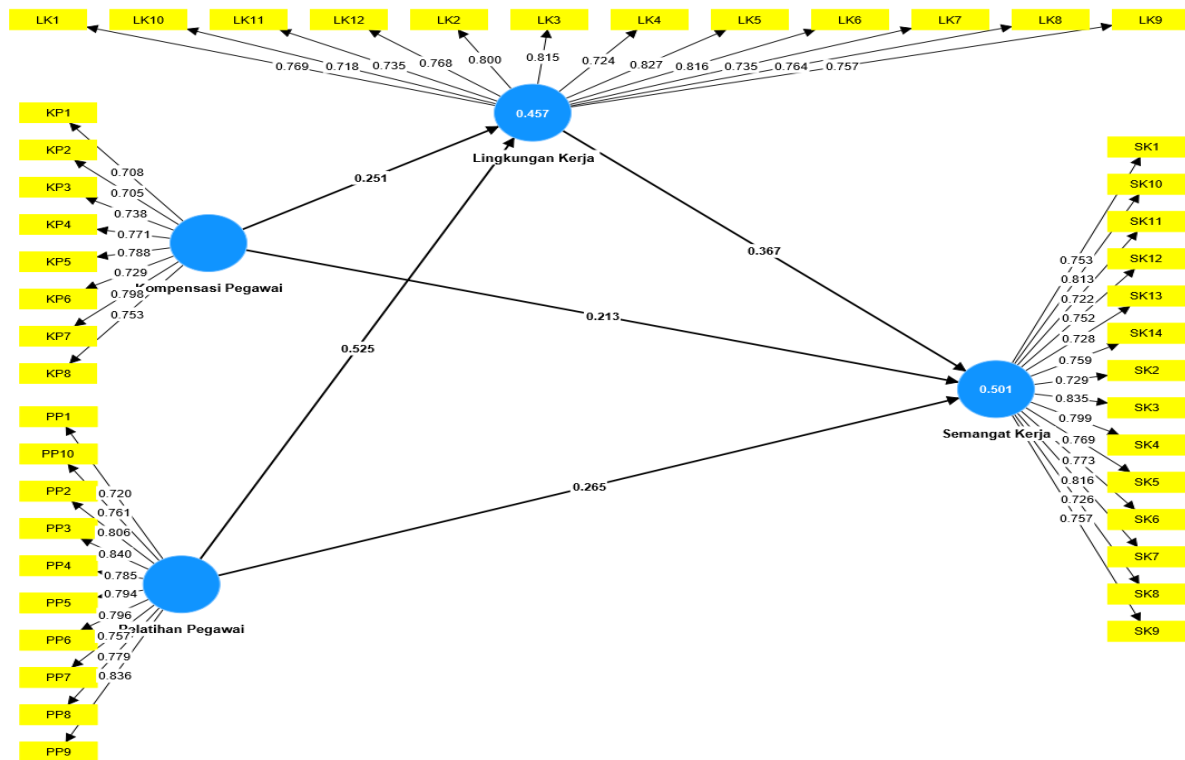


Figure 1: Research Results

**Table 1**
**Convergent Test Results for the Validity of the Loading Factor & Average Approach *Variance Extracted***

| Variable | Variable Instruments | | Convergent Validity Test Results | |
|---|---|---|---|---|
| | Questionnaire Statement | Code | Loading Factor | Average Variane Extracted |
| Employee Compensation | The salary you receive meets your family's daily needs | KP1 | 0.708 | 0.562 |
| | You are satisfied with your current salary receipt | KP2 | 0.705 | |
| | The incentives you receive today provide high morale | KP3 | 0.738 | |

| Variable | Variable Instruments | | Convergent Validity Test Results | |
| --- | --- | --- | --- | --- |
| | Questionnaire Statement | Code | Loading Factor | Average Variane Extracted |
| | The incentives you receive are in accordance with your performance achievements | KP4 | 0.771 | |
| | The position allowance you receive will motivate you to be more enthusiastic at work | KP5 | 0.788 | |
| | The position allowance you received has fulfilled your sense of justice | KP6 | 0.729 | |
| | The facilities that you are currently receiving are very supportive of the work that is your responsibility | KP7 | 0.798 | |
| | The facilities you use in the work for which you are responsible are sufficient to use | KP8 | 0.753 | |
| Employee Training | The objectives of the training conducted by the company's management were very well achieved | PP1 | 0.720 | |
| | The target of the training conducted by the company's management was very well achieved | PP2 | 0.806 | |
| | Trainers who provide training materials master the material provided | PP3 | 0.840 | 0.621 |
| | Trainers have a lot of experience in the field of training they provide | PP4 | 0.785 | |
| | The material provided is according to the needs of your work | PP5 | 0.794 | |

Ratna Maharani Ika Putri[1], Wilchan Robain[2], Sri Rahayu[3]

| Variable | Variable Instruments | | Convergent Validity Test Results | |
| --- | --- | --- | --- | --- |
| | Questionnaire Statement | Code | Loading Factor | Average Variane Extracted |
| | The training material improves your ability to work | PP6 | 0.796 | |
| | The trainer uses a method that makes it easy for you to understand the material provided | PP7 | 0.757 | |
| | Trainers use fun training methods | PP8 | 0.779 | |
| | Participants who take part in the training are employees who need training | PP9 | 0.836 | |
| | The training that the participants received increased the participants' ability to solve problems at work | PP10 | 0.761 | |
| Work environment | Noise in your work environment makes you not enthusiastic about working | LK1 | 0.769 | |
| | Your concentration level is maintained even though your work environment is noisy | LK2 | 0.800 | |
| | The job security system in your work environment is very effective | LK3 | 0.815 | |
| | Company management gives top priority to the work environment security system in your place | LK4 | 0.724 | 0.593 |
| | Company management provides very adequate lighting in your work environment | LK5 | 0.827 | |
| | Company management performs maintenance on the | LK6 | 0.81 | |

| Variable | Variable Instruments | | Convergent Validity Test Results | |
|---|---|---|---|---|
| | Questionnaire Statement | Code | Loading Factor | Average Variane Extracted |
| | lighting system in your work environment | | | |
| | Company management provides air conditioning equipment in your work environment | LK7 | 0.735 | |
| | Company management pays good attention to maintenance of air conditioning equipment in your work environment | LK8 | 0.764 | |
| | Public facilities in your work environment are very well maintained | LK9 | 0.757 | |
| | Public facilities in your work environment are very adequate for all employees | LK10 | 0.718 | |
| | Room decoration in your work environment makes you more comfortable at work | LK11 | 0.735 | |
| | The company's management regularly changes the room's decoration | LK12 | 0.768 | |
| Spirit at work | You are very motivated to complete the work that is your responsibility | SK1 | 0.753 | |
| | The company's management provides great support to increase your work productivity | SK2 | 0.729 | 0.589 |
| | You are always present at work for which you are responsible | SK3 | 0.835 | |
| | Company management rewards employees who have a good attendance rate | SK4 | 0.799 | |

| Variable | Variable Instruments | | Convergent Validity Test Results | |
|---|---|---|---|---|
| | Questionnaire Statement | Code | Loading Factor | Average Variane Extracted |
| | You have the intention to move to a better company than the current one | SK5 | 0.769 | |
| | Company management prevents you from moving to another company | SK6 | 0.773 | |
| | The company's management provides a quick response to any damage to existing work facilities | SK7 | 0.816 | |
| | Damage to your work facilities greatly affects your morale | SK8 | 0.726 | |
| | Your work environment is very supportive of your work, so you are very excited to work | SK9 | 0.757 | |
| | Your leadership support makes you excited at work | SK10 | 0.813 | |
| | Your contributions at work are highly recognised | SK11 | 0.722 | |
| | Company management provides opportunities for you to develop your career | SK12 | 0.752 | |
| | You will go on strike when your contribution is not recognized | SK13 | 0.728 | |
| | You will go on strike when company management does not buy opportunities for you to develop | SK14 | 0.759 | |

*Source: Processed Research Data, 2023*

In Table 1 the loading factor value for each instrument in the construct variable is at a value greater than 0.7. Convergent validity testing with the factor loading approach has been fulfilled, in other words the construct variable instrument in the study is valid.

In the Average Variance Extracted value, all construct variables in this study have a value greater than 0.5 (AVE > 0.5). Thus it can be concluded that all

construct variable instruments used in this study have met the convergent validity testing criteria. None of the instruments were deleted in the construct variable of this study.

**Discriminant Validity Testing**

Discriminant validity testing uses the Fornell-Larcker Criterion and Cross Loading techniques. In the Fornell-Larcker Criterion postulate, it is stated that if the root value of the Average Variance Extracted is higher when compared to the correlation values of other construct variables, then discriminant validity can be said to be good. Whereas in other discriminant validity tests, namely using cross loading where discriminant validity is said to be good if the value of the construct variable instrument is higher than the instrument value of the other construct variables. Thus, it can be said that the Fornell-Larcker Criterion is in the construct variable test, while cross loading is in the construct variable instrument.

The results of discriminant validity testing in this study can be seen in the following table:

**Table 2**
**Discriminant Validity Testing Fornell-Larcker Approach**

| | Employee Compensation | Work environment | Employee Training | Spirit at work |
|---|---|---|---|---|
| Employee Compensation | 0.749 | | | |
| Work environment | 0.486 | 0.770 | | |
| Employee Training | 0.447 | 0.637 | 0.788 | |
| Spirit at work | 0.510 | 0.639 | 0.594 | 0.767 |

*Source: Processed Research Data, 2023*

Table 2 shows the correlation value of the construct variable matrix itself is greater than the value of the construct variable matrix with other constructs. It is known that the correlation value of the employee compensation matrix is 0.749 which is greater than the correlation value of the employee compensation construct variable matrix with other construct variables. Likewise, the same results are shown in the work environment variable correlation matrix of 0.770. The correlation value of the employee training variable matrix is 0.788. The matrix correlation value for the work spirit variable is 0.767.

The results of discriminant validity testing using the cross loading approach can be seen in the following table:

**Table 3**
**Discriminant Validity Testing of the Cross Loading Approach**

| Instrument Code | Construct Variables | | | |
|---|---|---|---|---|
| | Employee Compensation | Environment Work | Training Employee | Spirit Work |
| KP1 | 0.708 | 0.417 | 0.374 | 0.345 |
| KP2 | 0.705 | 0.374 | 0.348 | 0.329 |
| KP3 | 0.738 | 0.319 | 0.238 | 0.369 |
| KP4 | 0.771 | 0.382 | 0.371 | 0.422 |
| KP5 | 0.788 | 0.353 | 0.355 | 0.399 |
| KP6 | 0.729 | 0.336 | 0.267 | 0.378 |
| KP7 | 0.798 | 0.390 | 0.349 | 0.385 |
| KP8 | 0.753 | 0.335 | 0.366 | 0.421 |
| LK1 | 0.372 | 0.769 | 0.437 | 0.483 |
| LK2 | 0.314 | 0.800 | 0.452 | 0.507 |
| LK3 | 0.389 | 0.815 | 0.563 | 0.525 |
| LK4 | 0.400 | 0.724 | 0.483 | 0.426 |
| LK5 | 0.380 | 0.827 | 0.445 | 0.502 |
| LK6 | 0.325 | 0.816 | 0.490 | 0.488 |
| LK7 | 0.438 | 0.735 | 0.471 | 0.449 |
| LK8 | 0.290 | 0.764 | 0.492 | 0.464 |
| LK9 | 0.329 | 0.757 | 0.507 | 0.460 |
| LK10 | 0.465 | 0.718 | 0.539 | 0.533 |
| LK11 | 0.368 | 0.735 | 0.513 | 0.515 |
| LK12 | 0.395 | 0.768 | 0.469 | 0.530 |
| PP1 | 0.265 | 0.481 | 0.720 | 0.502 |
| PP2 | 0.307 | 0.518 | 0.806 | 0.415 |
| PP3 | 0.395 | 0.572 | 0.840 | 0.545 |
| PP4 | 0.348 | 0.520 | 0.785 | 0.466 |
| PP5 | 0.353 | 0.517 | 0.794 | 0.428 |
| PP6 | 0.471 | 0.487 | 0.796 | 0.464 |
| PP7 | 0.419 | 0.534 | 0.757 | 0.379 |
| PP8 | 0.370 | 0.453 | 0.779 | 0.528 |
| PP9 | 0.329 | 0.466 | 0.836 | 0.465 |
| PP10 | 0.264 | 0.465 | 0.761 | 0.471 |
| SK1 | 0.330 | 0.483 | 0.505 | 0.752 |
| SK2 | 0.392 | 0.496 | 0.462 | 0.729 |
| SK3 | 0.389 | 0.491 | 0.451 | 0.835 |
| SK4 | 0.359 | 0.499 | 0.442 | 0.799 |
| SK5 | 0.337 | 0.499 | 0.417 | 0.769 |

| Instrument Code | Construct Variables | | | |
| --- | --- | --- | --- | --- |
| | Employee Compensation | Environment Work | Training Employee | Spirit Work |
| SK6 | 0.308 | 0.462 | 0.466 | 0.773 |
| SK7 | 0.487 | 0.494 | 0.499 | 0.816 |
| SK8 | 0.366 | 0.514 | 0.422 | 0.726 |
| SK9 | 0.389 | 0.464 | 0.434 | 0.757 |
| SK10 | 0.392 | 0.520 | 0.415 | 0.813 |
| SK11 | 0.318 | 0.469 | 0.469 | 0.722 |
| SK12 | 0.453 | 0.495 | 0.434 | 0.752 |
| SK13 | 0.411 | 0.510 | 0.466 | 0.728 |
| SK14 | 0.414 | 0.462 | 0.488 | 0.759 |

*Source: Processed Research Data, 2023*

Table 3 shows the value of the cross-loading instrument for each construct variable itself and the value of the cross loading instrument with other variables. Each instrument in the construct variable tested has a greater value than the other cross loading values of the instrument.

The Cronbach Alpha and Composite Reliability tests have a rule of thumb greater than 0.7, however many experts state that a value of 0.6 is an acceptable value as a variable that has an instrument that consistently measures its construct variables. The results of the Cronbach Alpha and Composite Reliability tests can be seen in the following table:

**Table 4**
**Cronbach Alpha and Composite Reliability Testing**

| Construct Variables | Reliability Testing | | Conclusion |
| --- | --- | --- | --- |
| | Cronbach Alpha | Composite Reliability | |
| Employee Compensation | 0.888 | 0.889 | Reliable |
| Work environment | 0.937 | 0.938 | Reliable |
| Employee Training | 0.932 | 0.933 | Reliable |
| Spirit at work | 0.946 | 0.946 | Reliable |

*Source: Processed Research Data, 2023*

Table 4 shows the Cronbach Alpha and Composite Reliability values which are greater than the rule of thumb values so that it can be concluded that each construct variable in this study has a good reliability value. In other words, all construct variables have reliable values.

**Inner Model Analysis (Structure Equation Modeling)**

Observation and parameter estimation are said to be good if the $Q2$ value is greater than 0 ($Q2 > 0$). The test results can be seen in the following table:

**Table 5**
**Predictive Relevance Test Results**

| Endogenous Variables | Q2 |
|---|---|
| Work environment | 0.260 |
| Spirit at work | 0.287 |

*Source: Processed Research Data, 2023*

Table 5 shows the $Q2$ value from the observations made, it is known that the value of each observation is greater than 0. The $Q2$ value for each construct variable is basically not too large, but the $Q2$ value meets the assumptions of the data predictive relevance of the test, so it can be concluded that the observations and parameter estimate in each model formed are good enough.

**Testing the Goodness of the Model**

Before carrying out an analysis of Structural Equation Modeling - Partial Least Square (SEM-PLS), it is necessary to test whether the model used in this study is in a fit or not fit position. The results of testing the fit model can be seen in the following table:

**Table 6**
**Fit Model Test Results Based on Standardized Root Mean Square (SRMR)**

| Measurement Instruments | Measurement Criteria (SRMR < 0.08) | | Conclusion |
|---|---|---|---|
| | Count | standard | |
| *Standardized Root Mean Square* | 0.061 | 0.08 | Fit models |

*Source: Processed Research Data, 2023*

Table 6 shows the results of testing the fit model, where the SRMR value shows a value less than 0.08. This means that this research model has met the assumptions of model fit testing. Thus, this study can analyze the results of further research.

**Coefficient of Determination**

The higher the value shown by $R2$, the better the prediction results in the model. An $R2$ value of 0.00 - 0.19 is a weak $R2$ value, an $R2$ value of 0.20 - 0.66 is a moderate $R2$ value while an $R2$ value greater than 0.67 is a strong $R2$ value

(Chin, 1998). The results of this determination coefficient (R2) can be seen in the following table:

**Table 7**
**Analysis of the Coefficient of Determination (R2)**

| Endogenous Variables | R2 |
|---|---|
| Work environment | 0.457 |
| Spirit at work | 0.501 |

*Source: Processed Research Data, 2023*

Table 7 shows the R2 value of the work environment model of 0.457 or equal to 45.7% meaning that the ability of the independent variable to explain the work environment is 45.7%. These results provide information that basically employee compensation and employee training are very important variables to improve the work environment. When employee compensation and training increases, it will have a positive impact on improving work in the employee's work environment.

Furthermore, the R2 value of the morale model is 0.501 or equal to 50.1%, meaning that the ability of the independent variable explains employee morale of 50.1%.

**Hypothesis Testing Analysis**
***Testing the Direct Effect Hypothesis***

The direction of influence in question is a positive direction or a negative direction. Conceptually, this direction of influence is a confirmation between theory and reality, which in the end will lead to the cause of this direction of influence. The results of testing the hypothesis in this study are as follows:

**Table 8**
**Results of Direct Effect Hypothesis Testing**

| Direct Effect of Construct Variables | | Big Influence (O) | T Statistics | P Values | Conclusion |
|---|---|---|---|---|---|
| Employee Compensation → | Work environment | 0.251 | 2,889 | 0.004 | Ha accepted |
| Employee Compensation → | Spirit at work | 0.213 | 2,471 | 0.013 | Ha accepted |

| | | | | | |
|---|---|---|---|---|---|
| Work environment | → Spirit at work | 0.367 | 3,435 | 0.001 | Ha accepted |
| Employee Training | → Work environment | 0.525 | 7,188 | 0.000 | Ha accepted |
| Employee Training | → Spirit at work | 0.265 | 2,694 | 0.007 | Ha accepted |

*Source: Processed Research Data, 2023*

Table 8 shows the results of testing the direct effect of employee compensation on the work environment is significant. This conclusion was obtained by looking at the test statistical T value of 2,889 greater than 1.96 with a p value of 0.004 less than 0.05. The amount of employee compensation affecting the work environment is 0.251 or equal to 25.1%. In other words, the higher the employee compensation, the better the working environment conditions in the company.

Then the results of testing the direct effect of employee compensation on employee morale is significant. This conclusion was obtained by looking at the test statistical T value of 2,471 greater than 1.96 with a p value of 0.013 less than 0.05. The amount of employee compensation affecting employee morale is 0.213 or equal to 21.3%. In other words, the higher the employee compensation, the higher the employee morale.

Furthermore, the results of testing the direct effect of the work environment on morale are significant. This conclusion was obtained by looking at the test statistical T value of 3.435 greater than 1.96 with a p value of 0.001 less than 0.05. The amount of work environment affecting morale is 0.367 or equal to 36.7%. In other words, the higher the employee's work environment, the higher the achievement of employee morale.

Another test result is the direct effect of employee training on a significant work environment. This conclusion was obtained by looking at the test statistical T value of 7,188 greater than 1.96 with a p value of 0.000 less than 0.05. The amount of employee training affecting the work environment is 0.525 or equal to 52.5%. In other words, the higher the employee training, the better the working environment conditions in the company.

On the results of testing the direct effect of employee training on employee morale is significant. This conclusion was obtained by looking at the test statistical T value of 2,694 greater than 1.96 with a p value of 0.007 less than 0.05. The amount of employee training received by employees affecting employee morale is 0.265 or equal to 26.5%. In other words, the higher the training of employees, the higher the morale of employees in the company.

**Indirect Influence Hypothesis Testing**

The results of testing this hypothesis can be seen in the following table:

**Table 9**
**Indirect Influence Hypothesis Testing Results**

| Construct Variables | Big Influence (O) | T Statistics | P Values | Conclusion |
|---|---|---|---|---|
| Employee Compensation → Work Environment → Work Morale | 0.092 | 2.127 | 0.033 | Ha. Accepted |
| Employee Training → Work Environment → Work Spirit | 0.193 | 2,925 | 0.003 | Ha. Accepted |

*Source: Processed Research Data, 2023*

Table 9 shows the 2 indirect effects formed from this research model. The first test shows that there is a significant effect of employee compensation on employee morale through the work environment. This conclusion can be seen from the statistical T value of 2.127 which is greater than 1.96 with a significance value of 0.033 which is less than 0.05. The influence of employee compensation on morale through the work environment is 0.092 or 9.2%.

The second test shows the results that there is a significant effect of employee training on employee morale through the work environment. This conclusion can be seen from the statistical T value of 2.925 which is greater than 1.96 with a significant value of 0.003 which is less than 0.05. The effect of training on employee morale through the work environment is 0.193 or 19.3%.

**Total Influence**

The total effect is the sum of the direct and indirect influences. The results of calculating the total influence can be seen in the following table:

**Table 10**
**Total Influence**

| Influence Between Construct Variables | Direct Influence | Influence Indirect | Total Influence |
|---|---|---|---|
| **Direct Influence:** Employee Compensation → Employee Morale **Indirect Influence** Compensation → Work Environment → Employee Morale | 0.213 | 0.092 | 0.305 |
| **Direct Influence:** | 0.265 | 0.193 | 0.458 |

| Influence Between Construct Variables | Direct Influence | Influence Indirect | Total Influence |
|---|---|---|---|
| Employee Training → Employee Work Spirit **Indirect Influence** Employee Training → Work Environment → Employee Morale | | | |

*Source: Processed Research Data, 2023*

Table 10 shows the calculation of the total effect of exogenous variables on endogenous variables mediated by intervening variables. The total effect describes the condition of the impact caused by exogenous variables and intervening variables on endogenous variables. The magnitude of the total value of the influence of exogenous variables and intervening variables indicates the level of significance of the exogenous and intervening variables in influencing the endogenous variables.

**CLOSING**
**Conclusion**
1. Employee compensation has a positive and significant effect on the work environment. While the relationship between employee compensation and the work environment is a positive relationship. The magnitude of the relationship between employee compensation and the work environment is 0.251 in a certain unit.
2. Employee training has a positive and significant effect on the work environment. While the relationship between employee training and the work environment is a positive relationship. The magnitude of the relationship between employee training and the work environment is 0.525 in certain units.
3. Employee compensation has a positive and significant effect on employee morale. While the relationship between employee compensation and employee morale is a positive relationship. The magnitude of the relationship between employee compensation and employee morale is 0.213 at a certain unit.
4. Employee training has a positive and significant effect on employee morale. While the relationship between employee training and employee morale is a positive relationship. The magnitude of the relationship between training and employee morale is 0.265.
5. The work environment has a positive and significant effect on employee morale. While the relationship between the work environment and employee morale is a positive relationship. The magnitude of the relationship between the work environment and employee morale is 0.367
6. Employee compensation has a positive and significant effect on employee morale through the work environment. While the relationship between

employee compensation and employee morale through the work environment is a positive relationship. The magnitude of the relationship between employee compensation and employee morale through the work environment is 0.092.

7. Employee training has a positive and significant effect on employee morale through the work environment. While the relationship between employee training and employee morale through the work environment is a positive relationship. The magnitude of the relationship between employee training and employee morale through the work environment is 0.193.

## Suggestion

1. It is better to review the provision of employee compensation in the form of performance allowances that they receive every month. It is important for the leadership of the Medan Region II Airport Authority Office to make suggestions to the competent government to consider the needs of employees by providing increased performance benefits to employees, because this is considered very important to create good working conditions and work environment.

2. It is better to reconsider the amount of basic salary received by employees of the Medan Region II Airport Authority Office. Proposing a change in basic salary for employees of the Medan Region II Airport Authority Office should be considered by the leadership of the Medan Region II Airport Authority Office to create good working conditions at the Medan Region II Airport Authority Office.

3. It is better for the leadership of the Medan Region II Airport Authority Office to tabulate matters that are felt to be weak by employees, the leadership must have data showing employees with a level of enthusiasm and poor performance, based on these data employees are given training both internally and by reputable external institutions.

4. We recommend that the leadership of the Medan Region II Airport Authority Office discuss it with the trainer before the training is carried out with the right method so that all trainees understand the material well and quickly. The leadership of the Medan Region II Airport Authority Office has analyzed the tendency of the method preferred by employees when participating in training, based on this analysis the leadership discusses it with the training so that the objectives of the training can be achieved properly which in the end the working environment conditions will be good and employee morale will be better.

5. It is recommended that the leadership of the Medan Region II Airport Authority Office tabulate all public facilities that are used not only by employees but the general public who visit the agency, then provide a quick response by immediately repairing, caring for and maintaining all of these public facilities. This is important to do so that there is a sense of comfort and security not only

for employees but for everyone who visits the Medan Region II Airport Authority Office.

It is recommended that the leadership of the Medan Region II Airport Authority Office take care of their workplace so that it is no longer noisy. There are many things that can be done, such as installing a silencer in the work room, or moving them to a room that is more comfortable and does not cause noise that can disturb them while working.

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