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The Influence of ERP and Mediated Compensation Job Satisfaction towards Employee Performance in Karanganyar Company

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ABSTRACT

In this research study, the aim is to analyze the influence of Enterprise Resource Planning (ERP) and non-financial compensation on employee performance and job satisfaction as a mediating variable in companies in Karanganyar. Employee performance is one of the factors that is quite crucial in achieving company goals, which is influenced by the application of information technology and the reward system implemented. ERP as an integrated management system based on information technology is believed to be able to increase efficiency and quality of work, while adequate compensation can increase motivation as well as the performance of employees who are quite satisfied. This research study chose to use a quantitative approach using a purposive sampling method by distributing questionnaires to several employees, some at the Karanganyar company. Data analysis in this research was carried out using a multiple linear regression model and also a mediation test to determine the role of job satisfaction in the relationship between compensation and employee performance. The results of this research show that ERP has a positive and significant effect on employee performance, which in turn compensation has a positive and significant effect on employee performance which is mediated by job satisfaction. Thus, job satisfaction is proven to mediate the relationship between compensation and employee performance. These findings emphasize the importance of integrating information systems and providing fair and appropriate compensation in an effort to increase overall employee satisfaction and performance.

Keyword:
ERP
Job Satisfaction,
Employee Performance,
Compensation

INTRODUCTION

The rapid growth of technology and information has changed the way businesses and organizations operate. For companies to compete in today's dynamic and unstoppable world, digitalization has become a strategic imperative. The need for organizations to manage various business functions in an integrated and efficient manner is met by *Enterprise Resource Planning* (ERP) systems that have emerged as an integrated solution in this regard. ERP combines key processes such as finance, production, logistics, human resources, and customer service into one platform. It provides accurate, concise, and immediate information that helps in quick and precise decision making.

ERP has many strategic benefits for organizations, such as improving customer service and satisfaction, and increasing operational efficiency. In addition, ERP systems enable more collaboration and transparency across the organization. Hapsari, (2019) , ERP is significantly able to increase operational effectiveness and strengthen the company's competitiveness, including in terms of increasing employee productivity and the quality of business processes. Other studies show that the use of *cloud -based ERP* can even reduce operational risks and make it easier for organizations to carry out digital innovation sustainably.

However, ERP implementation does not only depend on technical elements; human resources must also be ready to use the system. The settlement system provided is one of the components that influences employee readiness and desire. Fair and adequate compensation, both monetary and non-monetary, is very important to increase employee motivation, loyalty, and performance. According to

Husnah et al., (2024) , *non-financial* compensation, including recognition, career development opportunities, and a conducive work environment, has a significant influence on employee satisfaction and performance.

Employee performance is one of the indicators of an organization's success, because ultimately technology such as ERP still depends on human ability and willingness to operate and utilize it. Therefore, the relationship between ERP implementation and compensation systems on employee performance is an important issue that deserves further research, because most previous studies tend to focus on the influence of ERP or compensation individually on employee performance, but not many have integrated both variables simultaneously in one analysis model, then the research context used previously was generally limited to large industrial sectors or private companies, so it has not provided a complete picture of conditions in the public sector or certain areas such as Karanganyar Regency. And also from a methodological perspective, there are still limitations in the analytical approach used, which has not been fully able to describe the complex causal relationships between variables.

The purpose of this research study is to directly determine the influence of ERP and compensation on employee performance in Karanganyar. With this method, it is expected that the results of the study will provide theoretical benefits for the advancement of management science and practical benefits for creating more efficient and sustainable digitalization strategies and HR policies.

RESEARCH METHODS

The influence of (ERP) and compensation on employee performance was studied using quantitative methods. Employees involved in this study came from companies located in Karanganyar Regency and had implemented ERP. To take samples, a purposive method was used. The criteria used included employees who had worked for at least one year and were directly involved in the use of the ERP system in the company.

The data in this study were collected through the distribution of questionnaires and designed based on a 1-5 point Likert scale, which measures the level of respondents' understanding of each variable. Before being used to collect primary data, the research tool was tested for validity and reliability.

The simultaneous and partial effects of ERP variables and compensation on employee performance variables were tested using data analysis (PLS-SEM) and conducted with smartpls *software* . The testing was conducted in two stages: testing the measurement model outside the model, to assess the validity and reliability of the indicators; testing the structural model within the model to assess the relationship between variables. In the outer model, the filling factor value, average variance extracted (AVE), and *composite reliability* (CR) were evaluated. In the inner model, the path coefficient value , R2 value, and significance test value were conducted using the *bootstrapping method* to obtain the t-statistic value and *p-value*.

Table 1 Measurement of Research Variables

No	Research Variables	Operational Definition	Indicator	Source
1	ERP	System integrated based on a computer that monitors and manages business process data in a way *real time* For increase coordination and efficiency .	1. Easy ERP understood and used 2. ERP improves efficiency and productivity work 3. ERP improves coordination between department 4. ERP supports taking decision	(Hapsari, 2019)
2	Compensation	All type compensation , *non-financial* , provided as response on Work they .	1. Accuracy time and rules giving Compensation 2. Suitability incentive monthly 3. Decent facilities and	(Husnah et al., 2024)

			allowances 4. Feelings appreciated by the company	
3	Satisfaction Work	Feeling positive to work show how much Good work fulfil needs and expectations employee .	1. Satisfaction to work moment this 2. Support from boss 3. Work The same with partner 4. Justice on -site promotion Work	(Husnah et al., 2024)
4	Employee performance	Work result individual in finish duties and responsibilities the answer in a way quantity and quality in accordance with standard organization	1. Effectiveness use source power 2. Accuracy time and efficiency work 3. Quantity Work in accordance Standard 4. Quality Work in accordance standard	(Husnah et al., 2024)

The Resource-Based View (RBV) theory is the basis of this study. This theory emphasizes that an organization's ability to manage and use internal resources that are unique, difficult to imitate, rare, and non-substitutable determines its competitive advantage (Barney, 1991) . In this context, information technology such as *Enterprise Resource Planning* and resource management strategies such as compensation systems are considered strategic assets that have the ability to improve efficiency and overall performance in an organization. The focus of this study is how Karanganyar employee performance can be affected by ERP and compensation functions. For each of the variables studied, the following literature research was used:

1. *Enterprise resource planning (erp)*

Erp is one of system integrated organization for manage source power main they are finance , production , hr, logistics , and services customer in a way efficient in one *platform* . According to laudon and laudon (2020) in caldas, (2003) , erp helps increase coordination , data transparency , and efficiency operational , as well as provide information *real time* for taking decision . In rbv framework , erp is considered as source power technology valuable , rare owned , and difficult imitated , so that capable give superiority competitive if utilized optimally (fosso wamba et al., 2015) and kolefiyan ihsyan & anafih, (2023) disclose use service *fintech* adopted in business can increase performance business they in a way significant so that proper erp implementation contribute to the improvement productivity , efficiency of work processes , and ultimately push improvement performance on employees .

2. *Non- financial compensation*

Compensation is one of the tool important in human resources management for increase motivation and performance employee . Compensation *non- financial* covering awards , recognition , development career , flexibility work and environment supportive work (mondy & martocchio , 2016) . In study this , focus given in compensation *non- financial* because approach this the more relevant in the modern era, especially in organizations that emphasize welfare psychological employees . In rbv perspective , giving strategy compensation *non- financial* effective including in implementation management source power that can create mark add and support achievement performance superior (yuan et al., 2011) .

3. *Satisfaction work*

Satisfaction work this refers to positive feelings individual to activities carried out in the environment work , and is indicator main at the time to form environment work productive . According to luthans in book joshi & joshi, (2011) , satisfaction work capable influenced by factors like environment work , interpersonal relationships , burden work , and rewards . In study this , satisfaction work positioned as variable mediation that bridges influence compensation *non-financial* to performance employees . Employees who feel satisfied with his job tend capable show sufficient commitment and motivation high , which has an impact on increasing performance work (robbins & judge, in ummah, in book (champoux, 2016) .

4. *Employee performance*
Employee performance reflect how much good individual operate task as well as not quite enough the answer is , besides that how far is his contribution to objective organization . According to robbins & judge in ummah, (2019) , performance employee this influenced by several factors , such as competence , motivation , satisfaction work , and support sufficient technology and managerial . Research this measure performance employee from a number of aspect quantity work , accuracy time , quality work , and responsibility answer . Erp implementation and compensation *non- financial* predicted can increase performance employee through improvement motivation , efficiency work , and satisfaction in environment work .

5. Resource-based view (rbv) theory
This rbv theory explain success organize no only depends on the environment external , but more to internal capabilities in manage source its power (barney, 1991). Erp as asset technology and compensation as practice hr management , if managed with right , can create supporting synergy achievement performance high . Rbv places humans and technology as two element the main thing to do managed in a way strategic to produce superiority sustainable . Therefore that , the influence of erp and compensation to performance employees in research this analyzed in framework rbv thinking .

The objectives of the hypothesis used in this study are as follows:
H1) *Enterprise Resource Planning* (ERP) has a positive and significant impact on the performance of company employees in Karanganyar district.
H2) *Non-financial compensation* has a positive and significant impact on employee performance in companies in Karanganyar.
H3) *Non-Financial Compensation* has a positive and significant impact on Job Satisfaction in companies in Karanganyar.
H4) Job Satisfaction has a positive and significant impact on employee performance in companies in Karanganyar.
H5) *Non-Financial* Compensation has a positive and significant impact on employee performance mediated by Job Satisfaction in companies in Karanganyar.

Figure 1 Thinking Framework

RESULTS AND DISCUSSION
1.Result

A. Characteristics respondents

We focus on all employees of companies in karanganyar that use erp and implement compensation systems. This study uses 106 employees as respondents, selected using *purposive sampling criteria* . Table one shows that most of the company's employees live in karanganyar, as many as 100 respondents, with various ages, but the average age is 21 to 25 years, as many as 48 out of 106 respondents, who meet the research criteria. Table two shows that the majority of respondents, 57 out of 106, are women, who meet the research criteria. According to table 1, most companies in karanganyar have implemented erp for more than three months and have implemented compensation for more than a year.

Table 2 Respondent characteristics

Theme	Description	Total	Percentage (%)
Domicile	Karanganyar	100	94.3
	Outside karanganyar	6	57
Age	15 - 20	17	16
	21 - 25	48	45.3
	26 - 30	18	17
	31 - 35	9	85
	36 - 40	8	75
	41 - 45	17	16
Gender	Man	49	46.2
	Women	57	53.8
Last education	Sd		
	Junior high school	1	0.9
	Vocational school	29	27.4
	Senior high school	33	31.1
	S1	36	34
	Postgraduate	7	6.6
How long the company has been using the erp system	Less than 3 months	15	14.2
	More than 3 months	91	85.8
How long has the company been using the compensation system?	Less than 1 year	9	8.5
	More than 1 year	97	91.5
Total		106	100(%)

Source: data obtained, 2025

B. Outer model test results

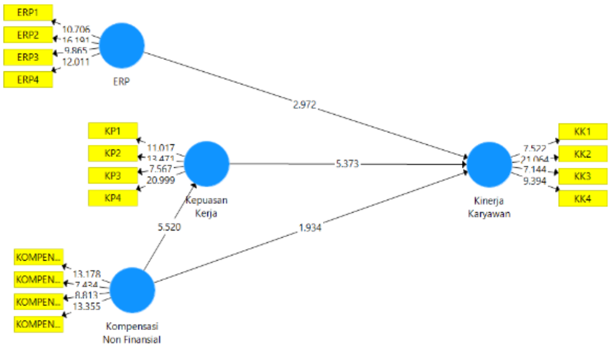
Outer model test results to determine the feasibility of a research instrument, three testing methods are used, namely *convergent validity* , *composite reliability* , and *discriminant validity* . *Outer model* evaluation results with the convergent validity approach , this research can be seen in table three that erp variables , motivation , compensation , job satisfaction , and employee performance shows a *loading factor value* of more than 0.70, then this data is obtained to meet the criteria, namely the *convergent validity criteria* . While *the cronbach alpha* composite *reliability evaluation* is higher than the minimum limit of 0.70 so that this data meets the composite reliability criteria, then this study has an ave value of more than 0.50 so it meets the criteria, this is in accordance with saefudin et al., (2022) and kolefiyan1 et al., (2025) discriminant *validity evaluation* has an *ave value* of more than the set value of 0.50, which means that the data obtained in this study are able to meet the discriminant validity criteria, therefore, the results of *the outer model evaluation* show that the data obtained by this study meet the instrument criteria, with this so that this study is worthy of evaluating the next test inner model.

Table 3 Outer model test results

Variables	Item	*Loading factor*	*Cronbach alpha*	Pc/cr	Ave	Conclusion
Erp	1	0.779	0.764	0.849	0.585	Valid & reliable
	2	0.751				
	3	0.748				
	4	0.781				
Compensation	1	0.724	0.783	0.860	0.606	Valid & reliable
	2	0.773				
	3	0.798				

	4	0.816				
Job satisfaction	1	0.809	0.800	0.869	0.624	Valid & reliable
	2	0.835				
	3	0.755				
	4	0.756				
Employee performance	1	0.771	0.754	0.844	0.575	Valid & reliable
	2	0.777				
	3	0.744				
	4	0.739				

Source: processed primary data, 2025



Picture 2 SMAT test results pls

C. *Inner model test results*

Coefficient determination (r2), value predictive relevant (q2), and *goodness of fit,* is three method main used for produce test results in research models this . Table three that show that :

1. Variables satisfaction work

   A. The r2 value of 0.335 indicates that erp variables and compensation by 33.5% can responsible answer on variable satisfaction work ; other variables that are not entered in the model contributed 66.5% of the total. According to criteria (hair et al., 2011), value this including in category moderate , so that compensation and erp affect satisfaction work in a way significant .

   B. Variables compensation and erp have ability in a way quite predictive good for explain variable satisfaction work , as indicated by the strong q2 value of 0.367 (latan & ramli, 2018).

2. Employee performance variables

   A. The r^2 value of 0.758 indicates that employee performance this can explained by the variables erp, compensation , and satisfaction work by 75.8%, while other explained by other factors outside the model. Based on hair et al., (2011) , value this including in category strong , which shows that three variable exogenous greatly influences performance employee .

   B. The q^2 value is 0.281, which is classified as moderate , which indicates that this model own ability quite predictive deep for explain employee (latan & ramli, 2018).

3. Erp variables

   Erp does not own r2 value as variable exogenous (independent). However , the q2 value is 0.298, which is included in the category moderate , which indicates that erp has relevance predictive enough good in explain endogenous variables in the model.

4. Variables compensation

   A.same as it is with erp, compensation is also a variable exogenous so that no own r^2 value .

   B. The q^2 value is 0.342, p. This including category strong , which shows that compensation have strength high predictive in influence endogenous variables.

5. *Goodness of fit* (gof)

For know the overall suitability of the model to the data, *goodness of fit* (gof) is calculated . The value (gof) is obtained from root square results the average multiplication of r2 and ave is 0.580, which indicates strong , according to wetzels et al., (2009) if value (gof) more from 0.360 that show strength .

Table 4 Inner model test results

Variables	**R2**	**Q2**
Erp	- (exogenous)	0.298 (moderate)
Compensation	- (exogenous)	0.342 (strong)
Job satisfaction	0.335 (moderate)	0.367 (strong)
Employee performance	0.758 (strong)	0.281 (moderate)

Source: processed primary data, 2025

D. *Hypothesis test results*

In the first hypothesis (h1), the erp variable shows a significant influence on employee performance, with a path coefficient (β) of 0.311, a tstatistic value of 2.972, and a *pvalue value* of 0.003. The results of testing the hypothesis in table 5 show that the hypotheses from h1 to h5 are accepted, because they have a *pvalue value* <0.05, which indicates a significant relationship between variables. This shows that the implementation of a good erp system can improve employee performance through work efficiency and accurate information.

Furthermore, significant results were found in the second hypothesis (h2), where compensation has a good impact on employee performance, with a value of 0.463, tstat 3.979, and *pvalue* 0.000. Thus, the compensation variable also shows a significant influence on job satisfaction, according to the third hypothesis (h3), with a value of 0.579, tstat 5.520, and *pvalue* 0.000. This means that the more *non-financial compensation* , such as recognition,

appreciation, and a supportive work environment, the better the performance shown by employees. These results indicate that compensation is able to improve performance and make employees more satisfied with their jobs.

Furthermore, the fourth hypothesis (h4) shows that job satisfaction has a good influence on employee performance. With a value of 0.460, tstat 5.373, and *pvalue* 0.000, company employees who are quite satisfied with their jobs will be more motivated to perform better. Finally, in the fifth hypothesis (h5), it was found that job satisfaction plays a mediating role that has an indirect impact on employee performance. With a value of 0.266, tstat 5.159, and *pvalue* 0.000, this shows that job satisfaction is able to mediate the relationship between compensation and performance. Therefore, companies must consider many things to increase compensation so that employee satisfaction also increases, which ultimately has a significant impact on improving performance.

Table 4 Inner model test results

Influence between variables	*B*	Tstat	*Pvalue*	Conclusion
Erp -> employee performance	0.311	2,972	0.003 *	H1 accepted
Non-financial compensation -> employee performance	0.463	3,979	0,000 **	H2 accepted
Non-financial compensation -> job satisfaction	0.579	5,520	0,000 **	H3 accepted
Job satisfaction -> employee performance	0.460	5,373	0,000 **	H4 accepted
Non-financial compensation -> job satisfaction -> employee performance	0.266	5,159	0,000 **	H5 accepted

Source: processed primary data, 2025

Picture 3 *Structural equation model* (sem) test results

DISCUSSION

Erp plays an important role in improving work effectiveness the results of the questionnaire showed that the erp system used in the company was considered easy to use, helped efficiency, improved coordination between departments, and supported decision making. This supports the literature that erp can improve operational performance and business process integration. (wibisono, 2013)and (hapsari, 2019).

Compensation provided regularly and on time has a positive effect on job satisfaction. Employees respond positively to the provision of appropriate compensation, whether in the form

of incentives, benefits, or facilities. Compensation has been shown to be a strong motivational factor, which is in line with the opinion of (sholihin, 2021)and tsauri, (2013) that compensation, both financial and non-financial, is an important form of praise for employees' contributions to the company where they work.

Job satisfaction is a significant mediating factor. High levels of job satisfaction arise from good relationships with superiors, cooperation between colleagues, and fairness in promotions. Job satisfaction has been shown to affect performance, as stated by (suryanto et al., 2019)and dalena et al., (2020) , that job satisfaction is able to reflect a good

emotional disposition to encourage productivity.

Employee performance is influenced by erp, compensation, and job satisfaction . Performance indicators such as resource utilization effectiveness, timeliness, and work quality show correlations with erp and compensation, both directly and through job satisfaction.

CONCLUSION

Based on the discussion of the instruments and theories used in this study, it is concluded that the ERP system and compensation system implemented by the company have a significant influence on employee performance. This influence can occur directly but also indirectly through the mediating variables used, namely job satisfaction. This shows that the implementation of the ERP system and the provision of company resources are successful.

The questionnaire instrument in this study has been carefully and validly compiled, so that it is able to describe the relationship between the variables used appropriately in accordance with the underlying theories and findings from previous studies. The compilation of the instrument refers to proven concepts, such as work motivation theory, job satisfaction theory, and employee performance models, so that the data obtained can be trusted and has high relevance in the context of the study.

This finding also strengthens the understanding that the use of information technology in ERP systems not only helps operations but also contributes to improving the quality of human resources through compensation mechanisms and employee satisfaction. Therefore, organizations must pay attention to both aspects simultaneously so that they can achieve sustainable and optimal employee performance.

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