

## Impact of Compensation on Team Performance of Stunting Risk Family Facilitators: Mediating Role of Job Satisfaction

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### ABSTRACT

**Objective:** This study explores the influence of compensation on job satisfaction and team performance within the Family Assistance Team (TPK) framework in Jember Regency, emphasizing job satisfaction as a mediating variable. **Method:** With 375 sample, data collected through Likert-scale questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) via SmartPLS 4. **Results:** The findings reveal that compensation significantly affects job satisfaction and team performance directly, while job satisfaction mediates the relationship between compensation and team performance. This highlights the critical role of job satisfaction in amplifying the effects of compensation on employee performance. Moreover, the study underscores the necessity of implementing structured compensation systems and satisfaction-monitoring mechanisms to enhance employee performance, particularly in achieving stunting prevention targets. **Novelty:** While the findings provide actionable insights for policymakers, limitations related to the exploration of contextual factors, such as organizational culture and individual characteristics, suggest avenues for future research to develop a more comprehensive understanding of performance dynamics in similar public health initiatives.

## INTRODUCTION

The Family Assistance Team at Risk of Stunting (TPK) initiated by the National Population and Family Planning Agency (BKKBN) is a strategic part in accelerating the reduction of stunting rates in Indonesia [1], [2]. TPK functions to provide assistance to at-risk families through education about nutrition, parenting, and access to health services that are integrated with health facilities such as posyandu and health centers [3]. In carrying out its duties, this team is also responsible for early detection of stunting risk factors, such as lack of nutritional intake in pregnant women and children, as well as limited access to clean water and sanitation [4]. BKKBN encourages cross-sector collaboration to support the effectiveness of TPK's work, including with the health office, education, and community institutions to ensure that families receive comprehensive interventions [5]. This program aims to achieve the national target, which is to reduce the prevalence of stunting to 14% by 2024 through an approach focused on changing the behavior of families and communities in a sustainable manner [6].

The Family Assistance Team (TPK) has a strategic role in efforts to accelerate stunting reduction in Jember Regency, which is one of the areas with the highest stunting rate in East Java [7]. TPK is tasked with providing education to families at risk of stunting regarding healthy diets, balanced nutrition, and the importance of maintaining cleanliness and environmental health, which are the main factors in preventing stunting [8]. In addition, TPK collaborates with posyandu cadres and local health workers to monitor and evaluate stunting cases, including providing additional nutritional

interventions for toddlers who are identified as malnourished [9]. In supporting this program, the local government also integrates various policies such as sanitation development and the provision of access to clean water to prevent further stunting risks [10]. The existence of TPK in Jember is an important key in the success of the national target to reduce the stunting rate by 14% by 2024.

**Table 1.** Percentage of IKPS Achievement in Jember Regency and East Java Province According to BPS in 2021 – 2022.

No.	Indicator	East Java		Jember	
		2021	2022	2021	2022
1.	Immunization	77.5	83.7	90.6	79.1
2.	Childbirth helpers for health workers in health facilities	96.4	96.2	94.6	93.9
3.	KB modern	75.4	76	85.6	84.4
4.	Exclusive breastfeeding	87	87.1	100	91.6
5.	MP ASI	82	85	86.5	81.1
6.	Decent drinking water	95	95	94.4	95.4
7.	Proper sanitation	81	81.1	64.2	65.9
8.	Early Childhood Education	59.3	58	50.9	43.6
9.	JKN/JAMKESDA Ownership	61.4	63.8	46.5	47.4
10.	Recipients of PPP/KKS or food assistance	48.5	52.2	38.5	48.6
11.	Health dimension	83.1	85.3	90.3	85.8
12.	Nutritional dimensions	84.5	86.1	93.3	86.4
13.	Housing dimensions	88.0	88.1	79.3	80.7
14.	Educational dimension	59.3	58.0	50.9	43.6
15.	Dimensions of social protection	54.9	58.1	42.5	48.0
16.	IKPS	75.8	76.4	71.2	68.9

Source: [11], Data Processed by Researchers (2024)

Based on Table 1, the achievements of IKPS Jember Regency show lower performance than East Java Province in several key indicators. There are several indicators that show a decline or stagnation in Jember Regency, such as immunization, early childhood education, and the education dimension. Overall, the average value of the IKPS indicator in Jember Regency in 2021 is lower than that of East Java. Similarly, in 2022, the average value of the Jember indicator is still lower than that of East Java. There has been a decrease in the average value of indicators in Jember Regency from 2021 to 2022. This phenomenon indicates that there is a potential shortage in the performance of the Family Assistance Team at Risk of Stunting (TPK) in Jember Regency. Although several other indicators have improved, the low achievement of these indicators needs special attention, considering the crucial role of TPK in efforts to prevent and handle stunting at the family level. Evaluation and strengthening of TPK performance, especially

in terms of education and assistance related to immunization, access to early childhood education, and nutritional fulfillment need to be carried out immediately to ensure the effectiveness of stunting intervention programs in Jember Regency. This data shows the need to increase the capacity and effectiveness of TPK's performance in carrying out their strategic role to support the acceleration of stunting rate reduction in Jember.

Employee performance is the result of efficiency and effectiveness in carrying out the tasks that have been given to them in accordance with their responsibilities and roles in the organization [12]. Employee performance does not only reflect the achievement of targets or goals that have been set, but also describes the extent to which they integrate knowledge, skills, and attitudes in carrying out their duties efficiently and effectively [13]. This involves not only the ability to complete tasks on time and within set budget limits, but also the ability to collaborate with colleagues, overcome obstacles, and innovate in the face of emerging challenges [14]. Performance evaluation is important as a tool to provide feedback to employees on their strengths and weaknesses, as well as a basis for identifying training or development needs that can improve the performance of individuals and the organization as a whole [15]. Thus, employee performance is not only the final result of work activities, but also a reflection of the commitment, motivation, and competence possessed by each individual in achieving organizational goals [16].

Satisfaction refers to feelings of satisfaction or fulfillment of needs that arise from factors outside the individual, such as financial rewards, social recognition, or the possibility of promotion [17]. Satisfaction comes from inner satisfaction and personal achievement. Satisfaction was also identified as having a strong relationship with employee performance because there is a relationship between the compensation or reward received and the level of motivation and commitment to do a good job [18]. When employees feel that their efforts and contributions are well valued, they tend to be more motivated to work hard and achieve organizational goals [19]. Thus, management that is able to understand and meet the needs of employees effectively can positively influence their performance, creating a work environment that supports productivity and organizational growth [20].

Compensation is a form of appreciation or recognition given as a positive response to certain performance or achievements, which aims to improve individual motivation and performance [21]. Compensation has the ability to increase the likelihood of the occurrence of the desired behavior by providing a pleasant or desirable stimulus after the behavior has occurred [22]. Compensation usually functions as a reinforcer, which is something that when given after a certain behavior will increase the probability of that behavior occurring in the future [23]. Compensation or Compensation is an important factor in stimulating organizational performance [24]. Compensation can include forms of recognition, appreciation, or other incentives given to employees as a consequence of their participation and contribution to the organization. Compensation can be in the form of financial enhancement, the provision of formal compensation, or even promotions, which can be a significant performance factor [25].

Several studies show that performance is greatly influenced by compensation, and job satisfaction. Research reveals that job satisfaction is closely related to the compensation they receive [26] [27] [28] [29] [30] [31] [32]. Other research also states that employee performance is proven to be greatly influenced by compensation [33] [34] [35] [36] [37] [38] [39] [40] [41] [42] [43] [44] [45] [46]. The final results were also found that performance was also influenced by job satisfaction [47] [48] [49] [50] [51] [52].

Some findings show different results. The results of the study also rejected and concluded the opposite that compensation had no significant effect on job satisfaction [53]. Compensation was also found to have no effect on performance [54]. The results of the research conducted revealed that job satisfaction had no effect on employee performance [55] [56]. Job satisfaction was also found to have no significant effect on performance [57]. Job satisfaction is also stated to be unable to mediate the influence that occurs between compensation on employee performance [40].

Based on the phenomenon of low IKPS indicators in Jember Regency and the gap between the achievements of Jember Regency and East Java Province, efforts are needed to improve the performance of the Family Assistance Team at Risk of Stunting (TPK). TPK's performance is influenced by various factors, including the compensation received. Adequate compensation can increase motivation and job satisfaction. Therefore, this study will examine the effect of compensation on TPK performance by considering novelty with the addition of job satisfaction as a mediating variable. The results of this study are expected to provide recommendations for local governments in increasing the effectiveness of stunting prevention and handling programs through optimizing TPK performance.

## RESEARCH METHOD

This study aims to examine the effect of compensation on the performance of employees of the Family Assistance Team (TPK) in Jember Regency, with job satisfaction as a mediating variable. Given the large scale of the population, a sampling technique is employed to ensure the data is representative, efficient, and effective. The chosen method is proportional stratified random sampling, selected for its capability to yield representative samples by maintaining proportional representation of each stratum within the population. In this study, the strata are formed based on the 31 subdistricts (kecamatan) in Jember Regency, enabling analysis that accounts for the specific characteristics of each region. Proportional stratified random sampling ensures randomness in sample selection, providing equal chances for individuals within the same stratum to be included as representatives of the population. To determine an adequate sample size, Slovin's formula is applied with a margin of error ( $e$ ) of 5%. The calculation results in a sample size of 375 individuals, which is considered representative given the population size and acceptable error margin.

Data was collected using a Likert scale questionnaire that measured respondents' perception of the research variables, namely compensation, job satisfaction, and employee performance. Data analysis was carried out using the Structural Equation

Modeling (SEM) method based on Partial Least Squares (PLS) with SmartPLS 4 software, which supports simultaneous testing of complex variable relationships. The variables studied include compensation as an independent variable, job satisfaction as a mediating variable, and employee performance as a dependent variable. The measurement indicators of each variable are designed based on previous theory and research, such as quality, quantity, timeliness, effectiveness, and independence for employee performance. The analysis was carried out through the stages of testing the validity and reliability of the measurement model, testing the structural model, and evaluating the mediation effect and prediction of the model using the bootstrapping approach.

The results of the study are expected to provide in-depth insights into the relationship between compensation and employee performance, both directly and indirectly through job satisfaction. Thus, the findings of this study can provide strategic recommendations for human resource management in the TPK environment, especially in ensuring adequate compensation and job satisfaction management to support optimal employee performance.

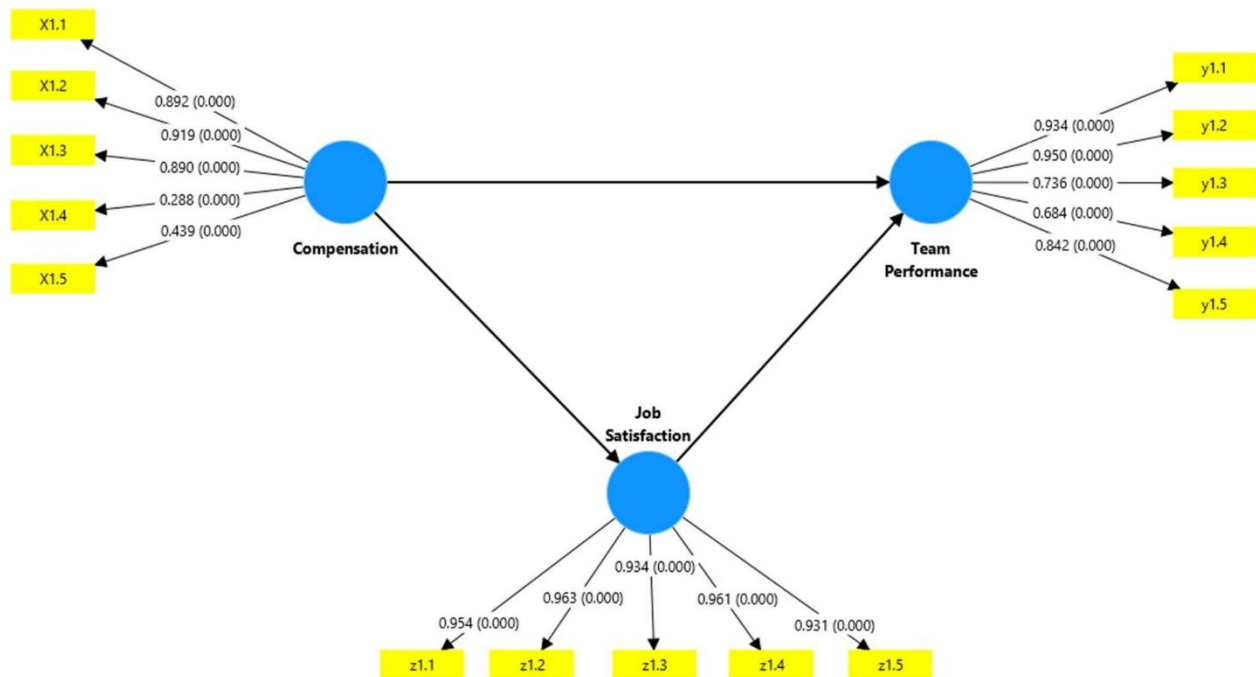


Figure 1. Outer model result.

Based on the results of the outer loading analysis in the research model, all indicators used to measure latent variables, namely compensation, job satisfaction, and team performance, had a significant outer loading value with a p-value of 0.000. This shows that all indicators have a strong contribution in reflecting their respective latent variables. The compensation indicator (x1.1 to x1.5) has a variable outer loading value, with x1.2 and x1.3 showing the most dominant influence on the compensation variable.

For the job satisfaction variable, the z1.1 to z1.5 indicators show consistently high outer loading values, indicating that all indicators strongly reflect job satisfaction. Meanwhile, in the team performance variable, indicators y1.1 to y1.5 also have significant

outer loading values, with  $y_{1.2}$  and  $y_{1.1}$  being the most dominant indicators. Overall, these results indicate that the measurement model has good convergent validity because all indicators have an outer loading value above the minimum threshold of 0.7, although some indicators in the compensation variable show lower values but can be maintained given the significance results.

## RESULTS AND DISCUSSION

### Results

The inner model analysis in this study aims to evaluate the relationship between latent variables, both directly and through mediating variables, and assess the extent to which the model can explain the variability of dependent variables through adjusted  $R^2$ . The inner model focuses on the strength of the relationship between independent variables, mediating variables, and dependent variables, as well as identifying the role of mediation in strengthening the influence of independent variables on dependent variables. With this approach, the study seeks to understand the contribution of compensation to team performance directly and through job satisfaction as a mediator, as well as assess the model's overall ability to provide relevant predictions on the relationship between latent variables.

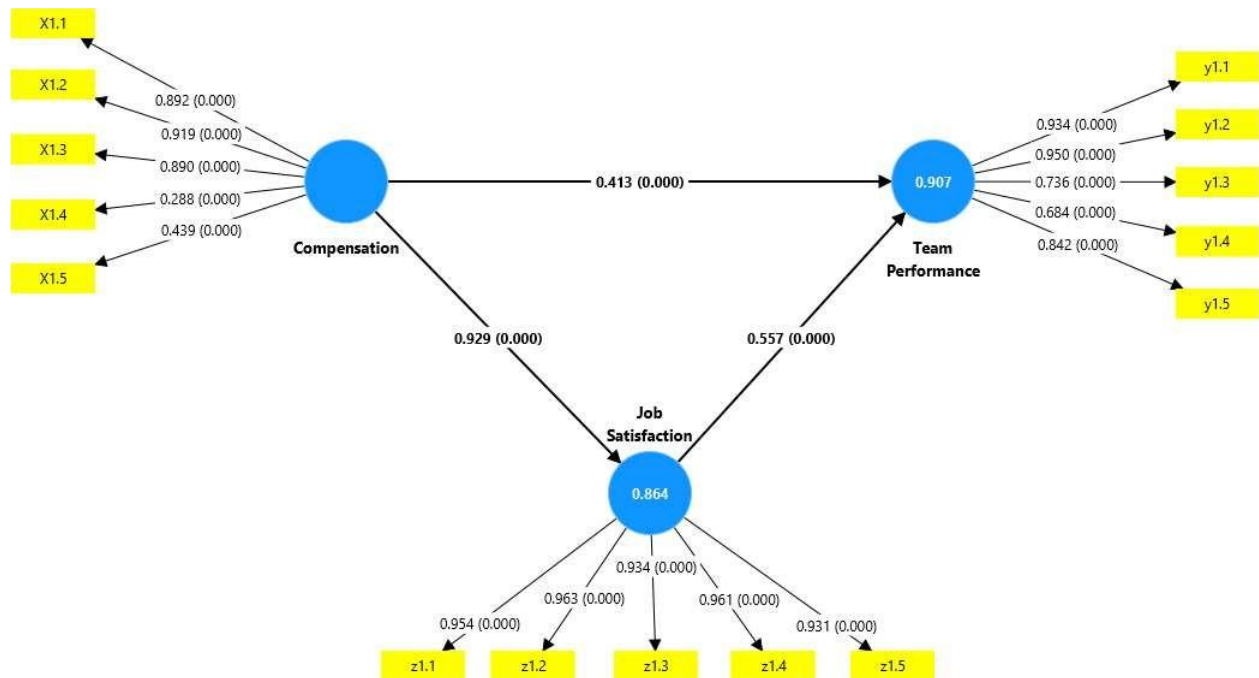
**Table 2.** Inner model result.

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Compensation -> Job_Satisfaction	0.929	0.929	0.010	91.981	0.000
Compensation -> Team_Performance	0.413	0.410	0.051	8.091	0.000
Job_Satisfaction -> Team_Performance	0.557	0.560	0.049	11.300	0.000
Compensation -> Job_Satisfaction -> Team_Performance	0.517	0.521	0.046	11.178	0.000

Source: Data Processed by Researchers (2024)

The results of the inner model analysis presented in Table 2 show a significant relationship between latent variables in this study. The relationship between compensation and job satisfaction has a very strong direct influence with an original sample value (O) of 0.929 and a T-statistics of 91.981 (p-value 0.000), which indicates that compensation plays a major role in increasing employee job satisfaction. In addition, compensation also has a direct influence on team performance with an O value of 0.413 and T-statistics of 8.091 (p-value 0.000). Meanwhile, job satisfaction significantly affected team performance with an O value of 0.557 and T-statistics of 11,300 (p-value 0.000). The indirect effect of compensation on team performance through job satisfaction as a mediating variable was also significant, with an O value of 0.517 and T-statistics of 11,178

( $p$ -value 0.000). These results indicate that job satisfaction plays an important role in strengthening the relationship between compensation and team performance, demonstrating the effectiveness of the mediation variables in this model.



**Figure 2.** Path analysis results.

Based on the results of the analysis on the structural model, the  $R^2$  value for the latent variable Job Satisfaction is 0.864, while for Team Performance is 0.907. An  $R^2$  value of 0.864 on the Job Satisfaction variable shows that 86.4% of the variation in job satisfaction can be explained by compensation as an independent variable. Meanwhile, an  $R^2$  value of 0.907 on the Team Performance variable indicates that 90.7% of the variation in team performance can be explained by compensation and job satisfaction together. The high  $R^2$  value of these two dependent variables shows that the model has excellent predictive ability in explaining the relationship between variables in the study.

### Discussion

The results of this study affirm the interconnected relationship between compensation, job satisfaction, and team performance, which aligns with a significant body of prior research emphasizing these dynamics. Compensation, as a direct motivator, is consistently highlighted as a key driver of performance in numerous studies [33] [34] [35] [36]. Furthermore, its indirect effect through job satisfaction corroborates findings that suggest satisfaction acts as a critical mediator in ensuring that financial and non-financial rewards translate into higher levels of employee commitment and productivity [27] [29] [31].

The observed mediation effect in this study underscores the multidimensional nature of job satisfaction. Research has repeatedly demonstrated that satisfaction not only enhances individual performance but also strengthens organizational outcomes by fostering a positive work culture and reducing turnover [50] [51] [52]. In the context of TPK employees, who work in resource-constrained and community-oriented settings,

this relationship becomes even more crucial. Adequate compensation directly influences satisfaction, which in turn sustains the motivation required to address challenges such as public health education, monitoring stunting risks, and collaborating with local stakeholders [8].

From an applied perspective, this study reinforces the importance of designing targeted compensation systems. Local governments should implement performance-based rewards tied to specific indicators, such as reductions in stunting prevalence or increased immunization rates, to directly incentivize results. At the same time, addressing job satisfaction through initiatives like professional development opportunities, public recognition, and workload management can amplify the impact of compensation on performance [47].

Moreover, the findings provide actionable insights for policymakers aiming to strengthen the role of TPK in achieving national stunting reduction targets. Integrating satisfaction-monitoring frameworks with strategic compensation policies can not only enhance TPK performance but also contribute to the broader goal of improving family welfare and public health outcomes [5]. Future research could further explore these dynamics by examining how different compensation structures interact with job satisfaction in varying operational contexts, providing even greater granularity for policy formulation.

Finally, the findings suggest that to maximize the effectiveness of stunting prevention programs, a holistic approach is required. This involves not only addressing material compensation but also creating mechanisms to monitor and improve job satisfaction regularly. By integrating these strategies, stakeholders can ensure the long-term sustainability of TPK's efforts, contributing to the broader goal of reducing stunting rates in Indonesia as outlined in national development plans [6].

## CONCLUSION

**Fundamental Finding :** This study highlights the critical role of compensation in influencing job satisfaction and team performance, emphasizing its direct and indirect effects within the Family Assistance Team (TPK) framework in Jember Regency. The findings demonstrate that adequate compensation not only enhances job satisfaction but also contributes significantly to improved team performance, particularly through its mediating role. **Implication :** These results underline the importance of structured compensation systems and satisfaction-monitoring mechanisms in achieving organizational goals, such as reducing stunting rates. Establishing robust compensation strategies is therefore not only a matter of fairness but also a practical step toward enhancing the efficiency and effectiveness of public health initiatives. **Limitation :** However, the study acknowledges limitations in its scope, particularly the lack of exploration of other contextual factors, which may further impact performance outcomes. Variables such as leadership style, organizational culture, or resource availability were not considered and may offer additional insight into the dynamics of job satisfaction and performance. **Future Research :** Future research should expand on these findings by examining the interplay of compensation and job satisfaction in varying socio-economic or organizational contexts to provide a more holistic understanding and actionable

recommendations for improving employee performance in public health initiatives. Broader studies may help develop context-specific strategies that better support frontline workers in diverse settings.

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