
The Effect of Compensation and Work Environment on Job Performance through Job Satisfaction (Case Study at PT IndoPersonnel)

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Abstract

This study aims to analyze the effect of compensation and work environment on employee performance through job satisfaction as a mediating variable at PT IndoPersonnel. The research is based on the issue of employee performance not consistently meeting company targets in recent years, which is suspected to be caused by both internal and external factors such as an uneven compensation system and suboptimal working conditions. The focus is to examine how compensation and the work environment influence job satisfaction, and how job satisfaction, in turn, improves employee performance. This study employs a quantitative approach with an explanatory type and causal design. The population consists of operational employees of PT IndoPersonnel, with a sample of 54 respondents including checkers, operators, and laborers. Data were collected through questionnaires. The collected data were analyzed using path analysis to determine both direct and indirect relationships among the variables. Instrument tests were conducted to assess the validity and reliability of the data, and classical assumption tests were applied to ensure the robustness of the model. The results indicate that compensation and the work environment have a positive and significant effect on job satisfaction. Job satisfaction also has a positive and significant influence on employee performance. Furthermore, compensation and the work environment indirectly affect performance through job satisfaction. These findings suggest that improving compensation and working conditions will enhance job satisfaction, which ultimately contributes to improved employee performance.

Keywords: Compensation, Work Environment, Job Satisfaction, Job

Introduction

Work performance is the result of an individual's achievements after completing assigned tasks, which are evaluated based on competence, diligence, and the ability to complete tasks on time. Work performance indicators include technical ability, reporting quality, work performance, and work behavior. The motivation to improve work performance is related to the need for self-actualization, as explained in David C. McClelland's theory of achievement needs, which includes

three main needs: achievement, power, and affiliation. The need for achievement drives individuals to achieve success based on certain standards.

Work performance has an important impact on individual career development and organizational success. For companies, employee performance influences managerial decisions such as placement, promotion, training, and reward systems. Factors influencing performance can be divided into two categories: Internal factors: ability (knowledge and skills) and motivation (attitude toward work). And external factors: organizational support, work stress, compensation systems, work conditions, and job design.

Work performance is an important element in facing the challenges of globalization. Employees with high work performance are able to compete in the midst of fierce business competition, including in the labor supply industry such as PT IndoPersonnel. In this context, companies need to ensure that adequate compensation and a conducive work environment can encourage job satisfaction, which ultimately has an impact on improving work performance. Failure to maximize employee performance has the potential to threaten the sustainability of the company's business.

Over time, the targets or minimum standards set by the company for its employees have also increased in the last three years from 2023 to 2025. This can be seen in Table 1 Target Achievement 2 Shift (Normal) Warehouse 3 as follows:

Table 1.1 Target Achievement 2 Shift (Normal) Warehouse 3

Year	2023				2024				2025			
Month	Actual	Standard	Achieved	OT	Actual	Standard	Achieved	OT	Actual	Standard	Achieved	OT
Jan	35.900	42.000	32.681	3.219	44.789	46.000	43.879	910	54.000	48.000	44.344	9.656
Feb	32.181	42.000	26.932	5.249	41.992	46.000	41.992	-				
March	30.172	42.000	30.172	-	45.911	46.000	44.113	1.798				

Apr	33.417	42.000	33.373	44	39.173	46.000	39.173	-				
May	39.121	42.000	39.121	-	38.116	46.000	38.116	-				
June	44.171	42.000	35.725	8.446	42.891	46.000	40.178	2.713				
July	40.879	42.000	40.408	471	46.177	46.000	45.188	989				
Aug	37.191	42.000	37.191	-	47.161	46.000	46.186	975				
Sep	42.195	42.000	42.195	-	48.190	46.000	46.711	1.479				
Oct	45.711	42.000	40.159	5.552	39.188	46.000	39.151	37				
Nov	44.780	42.000	39.814	4.966	45.791	46.000	44.157	1.634				
Dec	42.176	42.000	38.677	3.499	48.917	46.000	46.598	2.319				

Table 1Source: Tungya Collins Terminal Admin Data

Based on the table, the achievements of PT indoPersonnel employees are still below the established standards and are still unable to carry out the actual processes. Employee performance achievements barely met the standards from June to December 2024, with varying levels of achievement. This lack of performance achievement will have an impact on the company's long-term sustainability.

Literature Review

According to Robbins, work performance is a function of the interaction between ability (A), motivation (M), and opportunity (O); that is, work performance = f (A x M x O), meaning that work performance is a function of ability, motivation, and opportunity. Judith A. Hale defines it as: “doing meaningful work in effective and efficient ways.” (performing meaningful work in effective and efficient ways). (Rizki Amalia, 2017)

One of the factors influencing work performance is motivation, which is the driving force behind an individual's actions because they have a goal they want to achieve. (Agung Anggoro Seto et al., 2022)

Performance is an important aspect in achieving the goals of a company or institution. With good employee performance in a company or institution, the company or institution will be able to achieve its desired goals. This is because performance is a determinant of the success and survival of a company. In every organization, people are one of the most important components in bringing the organization to life.

According to Hasibuan, performance is the result of work achieved by an individual in carrying out the tasks assigned to them, performed with skill, experience, and dedication, as well as time. The level of achievement or work results of the targets that must be achieved by an employee in performing their duties in accordance with their responsibilities within a certain period of time, by assessing the ratio of actual work results to the quality and quantity standards produced by each employee (Hasibuan, 2019). Employee and organizational performance are closely related. The achievement of organizational goals cannot be separated from the resources owned by the organization that are used or operated by employees who play an active role in achieving those goals (Farhan, The Role of Islamic Philanthropy Institutions in Realizing the 5th core on Pancasila : The role of LAZISMU in realizing the values of social justice, 2021). According to Mangkunegara, the term performance comes from the word job performance. Performance is the work achievement or work output, both in terms of quality and quantity, achieved by employees/staff during a period of time (usually per hour) in carrying out their work duties in accordance with their responsibilities (Mangkunegara, 2017).

Compensation is something that employees receive in exchange for their contributions to the company (organization). The provision of compensation is a function of human resource management that relates to all types of individual rewards in exchange for organizational work. Compensation is the primary cost associated with expertise, work, and loyalty within an organization in the 21st century. Compensation is the primary reason why most people seek employment. (Novia Ruth Silaen et al., 2022).

According to Singodimedjo, compensation is all remuneration received by an employee from their company as a result of the services or labor they have provided to the company. Compensation is often referred to as a reward and can be defined as any form of reward given to employees in return for their contributions to the organization. According to Handoko, compensation is everything that employees receive in return for their work. Compensation can be given in various forms, such as: cash payments, material and facility provisions, and career opportunities. Meanwhile, Tohardi states that compensation is calculated based on job evaluation. The calculation of compensation based on job evaluation is intended to achieve compensation that is close to fairness (worth) and equity. Because if compensation is perceived as unfair and unjust by employees, it is not unlikely that this could be a source of social jealousy. Therefore, to at least minimize or reduce such social jealousy as much as possible, preventive measures are necessary. Providing fair and equitable compensation is the key to achieving fair and equitable wages. (Irma Yuliani, 2023).

According to Simanjuntak, the work environment can be defined as the totality of tools encountered, the surrounding environment in which an individual works, their work methods, and the influence of their work both as an individual and as part of a group (Simanjuntak, 2014). Sihombing, as cited in Naibaho, states, "The work environment consists of factors outside of humans, both physical and non-physical, within an organization. Physical factors include work equipment, workplace temperature, crowding and density, noise, and workspace size, while non-physical factors include the work relationships formed within the company between superiors and subordinates as well as among colleagues." Suprihatmi SW and Siti Sulistyaningsih W, in Nitisemito, state that the work environment is everything surrounding the worker that can influence them in performing their assigned tasks (Farhan & Pahlevi, Maktabah Samilah as A "Digital Library" to Meet the Information Needs of Muslims, 2024). Therefore, the conclusion regarding the work environment is that it encompasses everything surrounding employees while they are working, which can influence them and their work during working hours. (Khaeruman et al., 2021).

Job satisfaction is a pleasant emotional attitude and love for one's work. This attitude is reflected in work morale, discipline, and work performance. Job satisfaction can also be defined as the emotional state of employees where there is a meeting point between the value of work compensation provided by the company and the level of compensation desired by employees. This can be in the form of financial or non-financial compensation.

Job satisfaction is not always a strong motivational factor for performance, as employees who are satisfied with their work may not necessarily see an increase in their work performance. However, at the very least, issues related to job satisfaction require serious attention from organizational managers. Employee job satisfaction is often considered a strong determinant of employee turnover.

However, employees' perceptions of unfair treatment are a stronger predictor than job satisfaction. If employees feel that they are being treated unfairly by the organization, this will result in stress. Perceptions of unfairness cause unpleasant emotions that can reduce employees' ability to work optimally, which ultimately leads to them leaving the organization. (Priyono, 2010)

Method

Quantitative research has an important purpose in conducting measurements, which are the focus of measurement. This is because the results of measurements can help in seeing the fundamental relationship between empirical observations and the results of data collected quantitatively. Another purpose is to help determine the relationship between variables in a population. In this study, the objective is to test the extent to which compensation and work environment variables contribute as independent (exogenous) variables, job satisfaction as an intervening variable, and employee performance as a dependent (endogenous) variable. This is further integrated with relevant theories using data analysis techniques based on the variables employed.

According to Sugiyono (2012), a population is a generalization area consisting of subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn. In this study, the population taken by the researcher was all PT IndoPersonnel employees working in the Cakung area, East Jakarta, consisting of checkers, operators, and laborers, totaling 115 people.

Nurdin and Hartati (2019) state that a sample is a small portion taken from a population based on predetermined procedures so that it can be used to represent the population. Given that the population in this study is quite large, this study took a sample to represent the entire population. Based on Slovin's results, the sample size for this study was rounded up to 54 employees.

The data sources in this study are primary and secondary data. Primary data is data collected directly by researchers to answer research questions or objectives. The research was conducted systematically by collecting data directly from respondents in the field through online questionnaires. In this study, the data source was employees of PT IndoPersonnel. The questionnaire scores were determined using a semantic differential scale, which is a scale for measuring attitudes, arranged in a continuum where very positive answers are located on the right side of the line and very negative answers are located on the left side of the line, or vice versa.

The data collection technique used is a survey in the form of a questionnaire, which is commonly used in quantitative research. A questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements to answer. The use of the survey method with a questionnaire as a data collection tool will make it easier for the author to obtain actual and factual information that is in line with the conditions in the field.

Results and Discussion

Normality tests were conducted on the variables of product quality, service quality, customer satisfaction, and customer loyalty. The purpose of the normality test is to determine whether the

residual values are normally distributed or not. A good regression model is one in which the residual values are normally distributed when tested for normality. Mathematically, the residual is the difference between the predicted value and the actual observed value when the data used is sample data. The basis for deciding on normality testing is:

- If the significance value is > 0.05 , then the residual values are normally distributed.
- If the significance value is < 0.05 , then the residual values are not normally distributed.

One-Sample Kolmogorov-Smirnov Test

		Kompensasi	Lingkungan Kerja	Kepuasan Kerja	Prestasi Kerja
N		54	54	54	54
Normal Parameters ^{a,b}	Mean	69.19	81.56	69.56	78.28
	Std. Deviation	1.760	1.745	1.745	2.987
Most Extreme Differences	Absolute	.238	.295	.295	.204
	Positive	.208	.295	.295	.183
	Negative	-.238	-.197	-.197	-.204
Test Statistic		.238	.295	.295	.204
Asymp. Sig. (2-tailed) ^c		<.001	<.001	<.001	<.001
Monte Carlo Sig. (2-tailed) ^d	Sig.	.000	.000	.000	.000
	99% Confidence Interval	Lower Bound	.000	.000	.000
		Upper Bound	.000	.000	.000

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 743671174.

Based on the results of data processing, it can be seen that the significance values of each variable in the normality test are as follows: compensation significance of 0.238, work environment 0.295, job satisfaction 0.295, and work performance 0.204. Since the significance values are greater than 0.05, it can be concluded that the data for the variables of compensation, work environment, job satisfaction, and work performance are normally distributed. The linearity test is used to determine the form of the relationship (between the independent variable and the dependent variable), whether it is linear or non-linear. Linearity itself refers to a relationship that is like a straight line. The basis for decision-making based on the results of the linearity test is

a. If the Sig. linearity value is < 0.05 , then there is a linear relationship between the independent variable and the dependent variable

b. If the Sig. linearity value is > 0.05 , then there is no linear relationship between the independent variable and the dependent variable

Variable	Nilai Sig. Linearity
Compensation - Job Satisfaction	0,001
Work Environment - Job Satisfaction	0,001
Compensation - Work Performance	0,001
Work Environment - Work Performance	0,043
Job Satisfaction - Job Performance	0,018

Table 2 Source: processed primary data, 2025

Based on the linearity test results in the table above, it is known that the Sig. linearity value is less than 0.05, so it can be concluded that there is a linear relationship between the variables studied.

Multicollinearity testing aims to determine whether there is intercorrelation (a strong relationship) between independent variables. A good regression model is characterized by no intercorrelation between independent variables (no multicollinearity). One of the most accurate ways to detect the presence or absence of multicollinearity is to use the Tolerance and VIF (Variance Inflation Factor) methods. The basis for decision-making based on the results of the multicollinearity test is:

- Check the Tolerance value; if the Tolerance value > 0.10 , then there is no multicollinearity.
- Check the VIF value; if the VIF value < 10.00 , then there is multicollinearity.

Variable	Tolerance	VIF
Compensation	0,490	2,043
Work environment	0,572	1,748
Job satisfaction	0,514	1,945

Table 3 Source: processed primary data, 2025

From the table above, it can be seen that all VIF values are less than 10 and Tolerance values are greater than 0.10 for each independent variable, so it can be concluded that the regression model of the influence of compensation, work environment, and job satisfaction on work performance does not have a problem of multicollinearity or correlation between independent variables.

The heteroscedasticity test aims to test whether there is unequal variance of residuals from one observation to another in the regression model. A good regression model does not exhibit heteroscedasticity. The basis for decision-making based on the results of the heteroscedasticity test is as follows:

- a. If the significance probability value is > 0.05 , then the regression model is free from heteroscedasticity.
- b. If the significance probability value is < 0.05 , then the regression model is not free from heteroscedasticity.

Variable	Nilai Sig.
Compensation	0,740
Work environment	0,699
Job satisfaction	0,747

Table 4Source: processed primary data, 2025

From the table above, it can be seen that all sig. values of each variable are greater than 0.05. The conclusion is that the independent variables do not exhibit heteroscedasticity or are homoscedastic, meaning that there is no heteroscedasticity problem in the regression model.

Based on the descriptive analysis of the respondents sampled in this study, it was found that the indicator that contributed most to the formation of the compensation variable was salary, with the statement that employees receive their monthly/weekly salary on time. Meanwhile, the lowest contribution was found in the incentive indicator, particularly in the statement regarding the existence of incentives outside of the salary received by employees. However, overall, the average

value of the compensation variable indicates that employees of PT IndoPersonnel tend to agree that the indicators of salary, incentives, and allowances form the compensation variable.

Furthermore, in the work performance variable, the indicator that contributes the most is work knowledge, namely the statement that employees are able to explain and understand the work responsibilities given to them. Meanwhile, the lowest contribution is found in the statement that employees have the desire to deliver the best results. However, the overall average value shows that PT IndoPersonnel employees tend to agree that the indicators of work results, work knowledge, and initiative form the work performance variable.

Based on the results of descriptive analysis of the respondent data sampled in this study, it was found that the indicator contributing most significantly to the formation of the work environment variable was the indicator of space required, particularly in relation to questions about the cleanliness of the work area being consistently maintained. Conversely, the lowest average score was shown by questions related to the availability of adequate lighting in the work area.

Overall, the average value of the work environment variable indicates that PT IndoPersonnel employees tend to agree that the indicators of lighting, space requirements, and the ability to work are elements that form the work environment variable. Meanwhile, based on the results of the descriptive analysis of the work performance variable, the indicator that contributed the most was work knowledge, as reflected in the question regarding employees' ability to explain and understand their job responsibilities. The lowest contribution is shown by questions regarding employees' desire to deliver the best results. The overall average value of work performance variables indicates that PT IndoPersonnel employees tend to agree that work results, job knowledge, and initiative are the main components in forming work performance variables.

However, based on the results of hypothesis testing conducted using SPSS software on the collected data, it was found that the work environment variable did not have a significant positive effect on the work performance variable. This finding differs from the results of previous research

conducted by Baiq Ertin Helmida et al. (2024), which stated that the work environment has a positive effect on work performance.

Based on the results of descriptive analysis of the respondent data sampled in this study, it is known that the indicator that contributes the most to the formation of the compensation variable is salary, which is measured through the statement “employees receive their salary for their work every month/week on time.” Meanwhile, the lowest contribution was shown by the incentive indicator, through the statement “there are incentives outside of the salary received by employees.” However, overall, the average value of the compensation variable indicates that employees of PT IndoPersonnel tend to agree that salary, incentives, and benefits are components that form the compensation variable.

Furthermore, for the job satisfaction variable, the indicator with the highest contribution is supervision, particularly in the statement “managers give employees the opportunity to express ideas or suggestions at work.” The indicator with the lowest contribution is the work assigned, with the statement “employees can complete their work without assistance from others.” However, the overall average value indicates that employees tend to agree that the work assigned, promotions, and supervisors are indicators that form the job satisfaction variable.

Based on the results of hypothesis testing conducted on respondent data and calculated using SPSS software, it was found that compensation has a positive effect on job satisfaction. This finding is consistent with previous research conducted by Damara Emily & Carol Daniel Kadang (2020), as well as Baiq Ertin Helmida et al. (2024), which also showed that compensation has a positive relationship with employee job satisfaction levels.

Based on the results of the descriptive analysis of the respondent data sampled in this study, it is known that the indicator contributing the most to the formation of the work environment variable is "the space needed," with the statement "the work area is always kept clean." Meanwhile, the lowest average value is shown by the indicator "availability of adequate lighting." Overall, the average value of the work environment variable indicates that employees of PT IndoPersonnel

tend to agree that the indicators of lighting, space needed, and ability to work form the work environment variable.

Furthermore, for the job satisfaction variable, the results of the descriptive analysis show that the indicator with the highest contribution is the supervisor, with the statement "management provides opportunities for employees to express ideas/suggestions in their work." The indicator with the lowest contribution is the assigned work, through the statement "employees can complete their work without assistance from others." The overall average value of the job satisfaction variable indicates that employees of PT IndoPersonnel tend to agree that the indicators of assigned work, promotion, and supervisor are the main determinants of job satisfaction.

Based on the hypothesis testing results conducted on the respondent data using the SPSS application, it is known that the work environment has a positive effect on job satisfaction.

Based on a descriptive analysis of respondent data, it was found that for the job satisfaction variable, the most important indicator is the supervisor, particularly in providing opportunities for employees to express ideas and suggestions. Conversely, the lowest contribution comes from employees' ability to complete tasks without assistance. In general, employees at PT IndoPersonnel agree that the assigned work, promotions, and supervisors play a role in job satisfaction.

For the work performance variable, the most influential indicator is job knowledge, where employees can explain their job responsibilities. The lowest contribution is found in employees' desire to deliver the best results. The average shows that the indicators of work results, job knowledge, and initiative are important in shaping work performance at PT IndoPersonnel.

From the hypothesis test using data managed with SPSS, it was found that job satisfaction has a positive impact on work performance, which differs from previous research by Baiq Ertin Helmida et al., 2024. There is also an influence of compensation on work performance through

job satisfaction. The highest indicator in compensation is salary, with the lowest contribution from incentives outside of salary. However, the average shows that employees agree that salary, incentives, and benefits are important components of compensation.

The work environment plays a role in work performance through job satisfaction. The most important indicator is the condition of the workspace, with the lowest score being the availability of adequate lighting. The average shows that employees agree that lighting, the required space, and the ability to work shape the work environment. Overall, there is a positive influence of the work environment on work performance tested with SPSS, and the results are consistent with research by Baiq Ertin Helmida et al., 2024. At PT IndoPersonnel, employees state that factors such as supervisors, job knowledge, and environmental conditions are very important in determining job satisfaction and performance. This research provides insights into the factors that influence employee satisfaction and performance in a corporate environment.

Conclusion

Based on the results of the research conducted, the following conclusions can be drawn: Compensation has a positive and significant effect on the work performance of employees at PT IndoPersonnel. The work environment does not have an impact/effect on the work performance of employees at PT IndoPersonnel. Compensation has a positive and significant effect on employee job satisfaction at PT IndoPersonnel. The work environment has a positive and significant effect on employee job satisfaction at PT IndoPersonnel. Job satisfaction does not have an impact/effect on the work performance of employees at PT IndoPersonnel. Compensation through job satisfaction does not have an impact/effect on the work performance of employees at PT IndoPersonnel. The work environment through job satisfaction has a positive and significant effect on the work performance of employees at PT IndoPersonnel.

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