

(Research/Review) Article

Employee Performance: Compensation, Motivation and Work Environment with Job Satisfaction as an Intervening Variable at Tiumang District Community Health Center

Revina Marlin ¹, Yulasmı ², Zefriyenni ^{3*}

¹⁻³ Magister Manajemen, Universitas Putra Indonesia YPTK Padang, Jl. Raya Lubuk Begalung, Lubuk Begalung Nan XX, Kec. Lubuk Begalung, Kota Padang, Sumatera Barat, Indonesia 25145

* Corresponding Author : zefriyenni@upiptk.ac.id

Abstract: The Tiumang Community Health Center is a public health facility located in Dharmasraya Regency, West Sumatra. This health center provides various health services to the community, including general medical services and maternal and child health services. With a staff of 71 people, the Tiumang Health Center plays a crucial role in improving the health status of the community in the region. The research method used is a quantitative approach with an associative design. The research sample consists of 71 employees taken through a saturated sampling technique. Data were collected using a questionnaire consisting of questions regarding the variables being studied. Data analysis was performed using Partial Least Squares (PLS) with SmartPLS. The results of the study indicate that compensation has a significant positive effect on job satisfaction, where the T-statistic value reaches 6.436 ($p < 0.05$). Work motivation also has a significant positive effect on job satisfaction with a T-statistic of 5.848 ($p < 0.05$). However, the work environment does not have a significant effect on job satisfaction (T-statistic 1.530, $p > 0.05$). On the other hand, compensation and work motivation significantly positively affect employee performance, with T-statistic values of 2.988 and 2.579, respectively ($p < 0.05$). The work environment shows a positive but not significant effect on employee performance (T-statistic 1.802, $p > 0.05$). Job satisfaction is proven to mediate the effect of motivation on employee performance, but it does not mediate the effect of compensation and the work environment. This research provides important contributions to human resource management at the Tiumang Community Health Center, with recommendations to improve compensation and work motivation to enhance employee satisfaction and performance.

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Keywords: Compensation; Employee Performance; Job Satisfaction; Work Environment; Work Motivation.

1. Introduction

Human resources are a crucial component or potential that plays a role in achieving specific goals. Proper human resource management is essential to producing quality human resources. The core of an organization or company's success lies in the capabilities of its human resources (Iswandi 2021). Technological advancements are now inseparable from society. Thanks to technological

advancements, we can now access information about events occurring in various parts of the world directly. This technological advancement has undoubtedly brought about profound changes in human life, including all its civilizations and cultures. These changes have also had a significant impact on the transformation of values within society, particularly in societies with Eastern cultures and traditions, such as Indonesia (Wahyudi and Sukmasari 2020).

One such technological advancement is information technology (IT), which has penetrated various areas of human life. The definition of Information Technology itself is the study or use of electronic equipment to store, analyze, and distribute any information through various media (such as the internet), including words, numbers, and images. One such advancement in information technology has penetrated the health sector, such as medicine. Progress in this health sector is developing very rapidly, resulting in many discoveries obtained with the help of Information Technology, both in the fields of hospital organization, treatment, and research and development of health science itself. Information technology-based health services are receiving a lot of attention worldwide, primarily due to the promise and opportunities that technology can improve the quality of human life. In theory and concept, it is also said that excellent public service is a source of progress that determines competitiveness. It is beneficial if the service sector's quality must be continuously improved. The use and utilization of this technology is one of the appropriate solutions to solving public service problems. At the very least, its utilization will overcome geographical, time, and socio-economic issues. Improving the quality of human resources through the development and utilization of technology will also help the performance of public services in an integrated manner, resulting in effective and efficient, transparent, and accountable management. This means that the use of digital technology in health services will contribute to the effectiveness of health services. Therefore, in applying this technology in services, many obstacles and constraints are faced, such as: human resources, finances, policies, and security factors (Zahra 2023).

Health development is essentially part of National Development, which is the Indonesian nation's effort to achieve a healthy lifestyle for every citizen, enabling them to achieve optimal health as an element of general welfare within the national goals. Health development, which has been implemented in stages, has equitable distribution and improved the quality of health services for the community. This is evident in the continued increase in health facilities, such as hospitals and community health centers, as well as the provision of health workers such as doctors, nurses, and midwives. The quality of health services is a primary focus for the community. Awareness and concern for quality are indeed increasing. Issues related to quality today include the belief that quality is necessarily luxurious, lavish, and expensive. Quality is also considered abstract and therefore immeasurable. Efforts to improve quality require significant costs. Quality has many different interpretations when used to describe a particular product or service. Some might say that something is considered high quality when it is perceived as better, faster, more brilliant, luxurious, more impressive, and usually more expensive compared to products or services of

lower quality. This is, of course, not entirely true. Some people define quality health services as services that satisfy customers (Machmud 2020).

According to the Regulation of the Minister of Health of the Republic of Indonesia Number 75 of 2014 concerning Community Health Centers, a Community Health Center is a health service facility that organizes primary public health and individual health efforts, prioritizing promotive and preventive efforts to achieve the highest level of public health in its working area. Community Health Centers are technical health implementation units under the supervision of the District/City Health Office. In general, they must provide preventive, promotive, curative, and rehabilitative services through either Individual Health Efforts (UKP) or Community Health Efforts (UKM). Community Health Centers can provide inpatient services in addition to outpatient services. To be able to provide good service, of course, efforts must be made to improve the quality of services to achieve optimal health for the entire community. (Syahdilla, Kurniansyah, and Priyanti 2021).

One of the community health centers (Puskesmas) in Dharmasraya Regency is the Tiumang District Health Center. The Tiumang District Health Center is under the auspices of the Dharmasraya Regency Health Office. As a public service facility providing health services, the Tiumang District Health Center provides public health services, outpatient care, inpatient care, and administrative services. The Tiumang District Health Center is located in Sungai Langkok Village, Tiumang District, Dharmasraya Regency.

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The Tiumang District Health Center is a public facility built by the Dharmasraya Regency Government to provide health services to the community. It is located in Jorong Sungai Langkok, 58 km from the Regency City. Tiumang Health Center has 2 health workers, 14 health center midwives and 15 village midwives, with 7 health centers, 2 village health centers, 6 health posts, and 15 integrated health posts. Overall, the Tiumang District Health Center has 71 staff or employees. The total population of Tiumang District is 11,741 people (Purnomo and Purwanti 2023).

To achieve the goals of an organization or company, good and coordinated service delivery among employees is necessary. Companies with a number of employees in various positions require the best possible organization. Therefore, a leader who can delegate authority and responsibility to subordinates in accordance with applicable procedures is needed. An organization is a group of people organized in the process of achieving organizational goals. A goal is a target that an organization expects from the activities of people as members of the organization that are organized in a structure and processed in a cooperative relationship between the members of the organization (Purnomo and Purwanti 2023).

Employee performance is a real behavior displayed by each person as a work achievement produced by an employee with his role in the Company (Heryenzus and Laia 2022). Employee performance is the work results in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance refers to employee achievement measured based on standards or criteria set by the Company (Suryanto 2020). Employee performance is an employee who carries out his duties in accordance with the responsibilities given to him based on work results in quantity and quality (Putra, Pradhanawati, and Listyorini 2022). From several opinions about employee performance, it can be concluded that employee performance is the work results achieved by an employee in carrying out his duties and responsibilities in accordance with the standards set by the organization or company.

Compensation is an expense and cost for the company, the company expects that the compensation paid will receive greater rewards for work performance from employees. So, the value of employee performance or work results must be greater than the compensation provided by the Company (Marcelia, Efendi, and Sugiono 2022). Compensation can be defined as what employees receive in exchange for their contributions to the organization (Halizah, Wisudaningsih, and Aqidah 2023). Compensation is everything that employees receive, namely as a reward for their work, and compensation itself can be divided into two, namely direct and indirect compensation. Direct compensation is a reward for services to employees received directly, routinely or periodically because the person concerned has provided assistance/contributions to achieve organizational goals and direct compensation includes salary, bonuses/incentives, commissions. In addition to direct compensation, indirect compensation also plays an equally important role in improving employee performance. Indirect compensation includes holiday allowances and health benefits (Sumiatik, Sarkum, and Ritonga 2021b). Based on several opinions regarding employee performance, it can be concluded that compensation is a reward or appreciation given by an organization to employees as a form of remuneration for their contributions to work. Compensation can take the form of salary, allowances, incentives, bonuses, and other facilities provided with the aim of improving employee welfare and motivating them to work more productively.

In terms of health service coverage, the coverage rate increased from 91.1% in 2021 to 91.8% in 2022. In terms of community health center management, the performance of the Community Health Center Unit (UPT) reached 87.7% in 2021 and 89.57% in 2022. Furthermore, in terms of health service quality, the performance of the UPT Puskesmas reached 88.2% in 2021 and 88.94% in 2022. Based on the performance assessment data, the UPT Puskesmas in Tiung District has not yet achieved its maximum performance in each activity component.

Service standards aim to provide certainty of improving the quality and performance of services in accordance with community needs and in line with the capabilities of the organizers so as to gain trust from the community, to measure the performance assessment of organizers against compliance with public service standards can be done through satisfied and dissatisfied mood meters and conducting community satisfaction survey activities. The Community Satisfaction Index

assessment conducted by the Health Office in 2022 was taken from research with 170 respondents consisting of 26 men and 252 women who stated the results of the community satisfaction index value on the performance of Dharmasraya Regency Health Office employees. From the results of the Community satisfaction index, namely 77.50%, it cannot be said to be in a good category because it has not reached the desired target for its performance achievements.

Based on research conducted by (Nuruzzaman 2021), Compensation partially has a significant effect on employee performance. Research conducted by (Andriani et al. 2022) states that compensation has a positive effect on employee performance. Research conducted by (Yani 2022) states that Compensation partially has a positive and significant effect on employee performance at CV. Rizki Abadi. Research conducted by (Suparman, Jajang, and Wahyudin 2023) states that work motivation has a positive effect on employee performance. Research conducted by (Ady and Wijono 2020) states that work motivation has an effect on employee performance, research conducted by (Bachtiar 2020) states that work motivation has a significant effect on employee performance. Research conducted states that the work environment has a positive and significant effect on employee performance. Research conducted by (Sofyan and Masalah 2020) states that the work environment has a significant effect on employee performance. Research conducted by (Wahyuni 2023) states that the physical work environment and non-physical work environment have a significant effect on employee performance. Research conducted by (Nurrohmat and Lestari 2022) states that job satisfaction affects employee performance at PT Kahatex in Bandung Regency. Research conducted by (Salsabilla and Suryawan 2022) states that job satisfaction has an influence on employee performance. Research conducted by (Indrawati 2020) states that job satisfaction has a significant positive effect on employee performance.

The rationale for conducting this research is that human resources play a crucial role in every organizational activity. With compensation, work motivation, and a good work environment, it is hoped that the Tiumang District Health Center will be able to produce high-performing employees, thereby improving the quality of service at the Tiumang District Health Center.

Based on the above background, the author is interested in conducting research with the title "EMPLOYEE PERFORMANCE: COMPENSATION, WORK MOTIVATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT THE TIUMANG DISTRICT PUBLIC HEALTH CENTER".

2. Preliminaries or Related Work or Literature Review

Management

According to (Asiva Noor Rachmayani 2020), management is a process consisting of planning, organizing, motivating, and supervising to achieve predetermined goals. This definition gives rise to what is known as the management function.

Human Resource Management

According to (Kristanti et al. 2023) Human Resource Management is a science or method of managing the relationships and roles of resources owned by individuals optimally so that a goal is achieved.

Work Motivation

According to (Hadiansyah and Yanwar 2020) employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Compensation

According to (Harahap and Khair 2020), compensation is any type of reward, whether monetary or non-monetary, given to employees fairly and equitably for their services in achieving company goals.

Work Motivation

According to (Yogi Fernando, Popi Andriani, and Hidayani Syam 2024), work motivation is a psychological process that arises from factors originating both internally and externally. Through work motivation, a person will be able to carry out their work responsibilities optimally, thereby achieving the company's targets/goals. Providing work motivation is mandatory for a leader to subordinates, and to do so, a leader must understand the motives and motivations of their employees..

Work Environment

According to (Aruan and Fakhri 2020), the work environment is the entire work facility and infrastructure surrounding employees who are performing their work, which can influence their performance. This work environment includes the workplace, facilities and work aids, cleanliness, lighting, and quietness, as well as the working relationships between the people present.

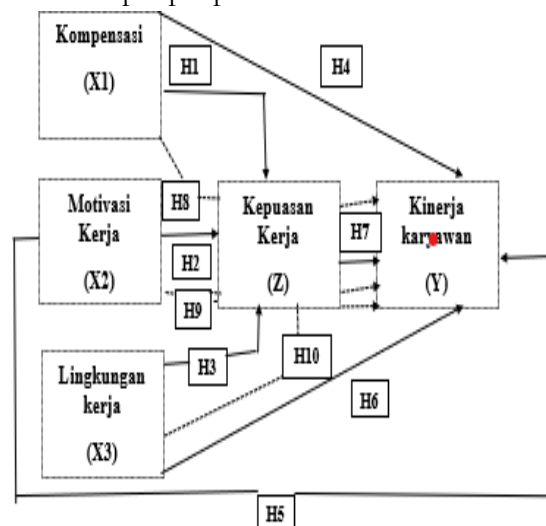


Figure 1. framework of thinking

3. Proposed Method

Research Object

This research was conducted at the Tiumang District Community Health Center, located in Jorong Sungai Langkok, Tiumang District, Dharmasraya, West Sumatra.

Sample and Population

A research population refers to all individuals, objects, or events that are the focus of an investigation (Susanto et al. 2024).

A population can also be defined as a collection or assemblage of research objects. A group of employees can be categorized as a population, allowing data to be obtained from the variables studied among employees of the Tiumang District Community Health Center. The population in this study was 71 individuals.

Sample

The sampling technique in this study was a saturated sampling technique, which is a sampling technique that takes the entire population (Mardianto 2023). The number of samples in this study was 71 respondents. The study was conducted at the Tiumang District Health Center.

4. Results and Discussion

Average Variance Extracted (AVE) Test Results

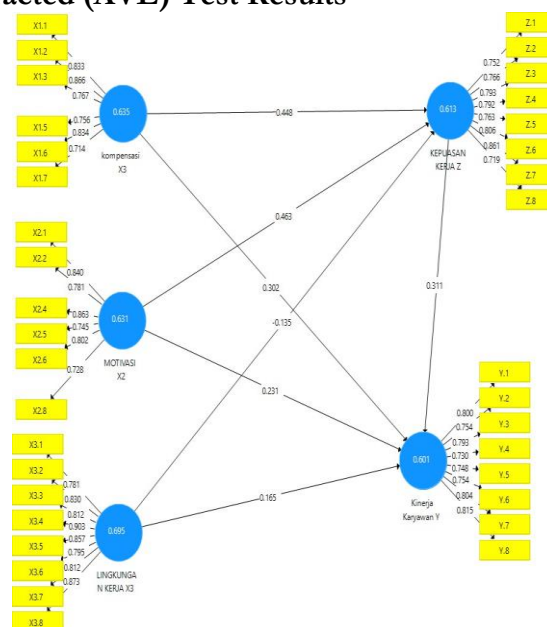


Figure 2. Average Variance Extracted (AVE)

Source: Smart Pls 3.0 results

According to Figure 2. above, the lowest Average Variance Extracted (AVE) value is 0.601 for construct Y (Employee Performance). A measurement model has good discriminant validity if the correlation between the construct and its indicators is higher than the correlation with other block constructs.

results of Reliability Test or Construct Reliability

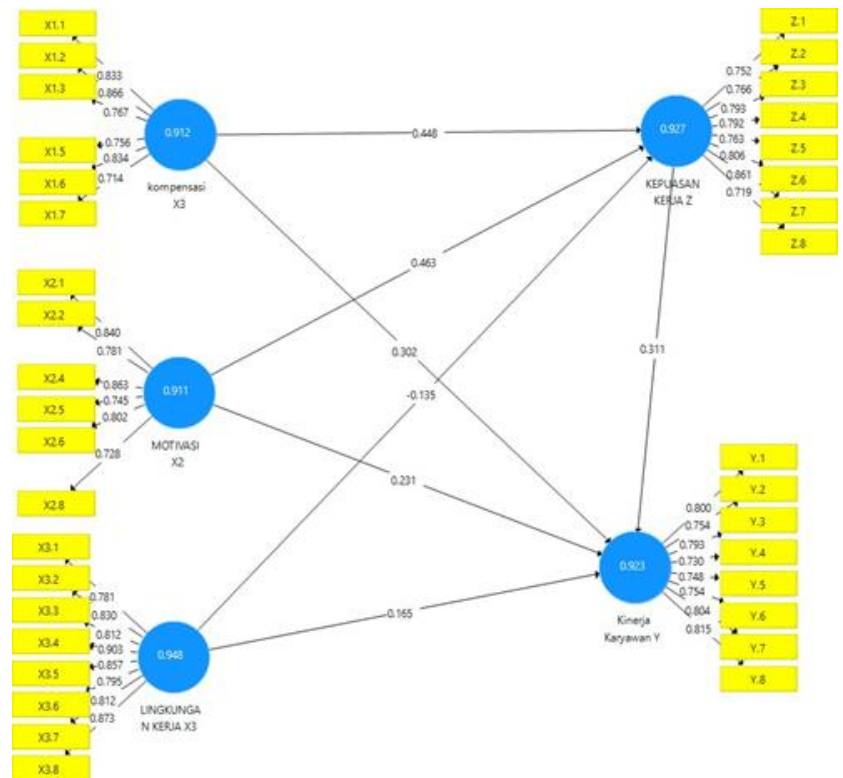


Figure 3. Composite Reliability

Source: Smart Pls 3.0 results

Figure 3. shows composite reliability for all constructs above 0.7, indicating that all constructs in the estimated model meet the discriminant validity criteria. The lowest composite value is 0.911 for variable construct X2 (Work Motivation). Reliability testing can also be strengthened with Cronbach's Alpha, where the SmartPLS version 3 output produces the following results:

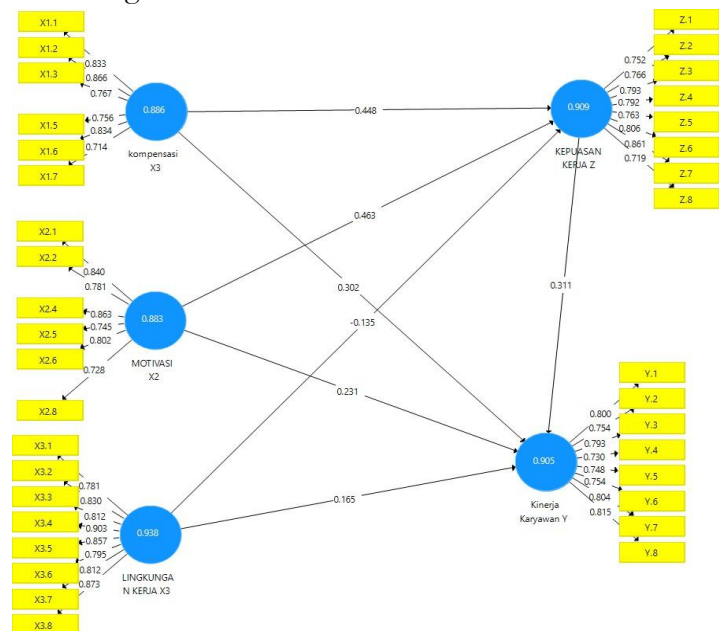


Figure 4. Cronbach's Alpha

Source: Smart Pls 3 results

Inner Model Testing (Structural Model)

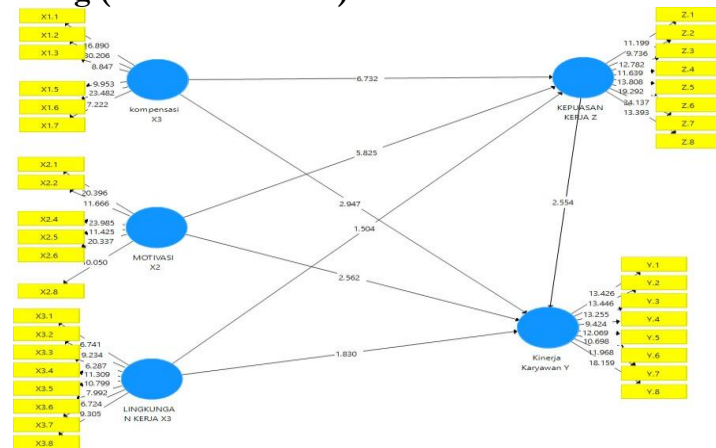


Figure 5. Inner Structural Model

Source: Smart pls results

The crucial part of this structural model that we need to pay attention to or analyze is the coefficient of determination (R-Square) and hypothesis testing. The data for the coefficient of determination (R-Square) also serves to estimate the accuracy of a model. This is intended to determine how the value of a variable is affected by variations in the value of the independent variables in the research path model.

Discussion of Research Results

The Effect of Compensation on Job Satisfaction

Compensation has a significant positive effect on job satisfaction at the Tiumang Community Health Center. The original sample value for the positive relationship between compensation and job satisfaction is 0.448, indicating a positive relationship. The p-value of 0.020 is smaller than the 5% alpha value, which is $0.020 < 0.05$, indicating a significant effect. The T-statistic value of 6.436 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $< T\text{-table}$, or $6.436 > 1.96$, therefore, H_0 is rejected and H_a is accepted.

The Influence of Motivation on Job Satisfaction

Motivation has a significant positive effect on job satisfaction at the Tiumang Community Health Center. The original sample value for the positive relationship between motivation and job satisfaction is 0.463, indicating a positive relationship. The p-value of 0.000 is smaller than the 5% alpha value ($0.000 < 0.05$), indicating a significant effect. The T-statistic value of 5.848 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $< T\text{-table}$, or $5.848 > 1.96$, therefore, H_0 is rejected and H_a is accepted.

The Influence of the Work Environment on Job Satisfaction

The work environment has a positive but insignificant effect on job satisfaction at the Tiumang Community Health Center. The original sample value for the relationship between the work environment and job satisfaction is negative, at -0.135, indicating a negative relationship. The p-value of 0.127 is greater than the 5% alpha value, at $0.127 > 0.05$, indicating an insignificant effect. The T-statistic value of 1.530 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is

$< T\text{-table } 1.530 < 1.96$, therefore, H_0 is accepted and H_a is rejected..

The Effect of Compensation on Employee Performance

Compensation has a significant positive effect on employee performance at the Tiumang Community Health Center. The original sample value for the positive correlation between compensation and employee performance is 0.302, indicating a positive relationship. The p-value of 0.003 is smaller than the 5% alpha value ($0.003 < 0.05$), indicating a significant effect. The T-statistic value of 2.988 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $< T\text{-table}$, or $2.988 > 1.96$, therefore, H_0 is rejected and H_a is accepted.

The Influence of Motivation on Employee Performance

Motivation has a significant positive effect on employee performance at the Tiumang Community Health Center. The original sample value for the positive relationship between motivation and employee performance is 0.231, indicating a positive relationship between motivation and job satisfaction. The p-value of 0.010 is smaller than the 5% alpha value, which is $0.010 < 0.05$, indicating a significant effect. The T-statistic value of 2.579 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $< T\text{-table}$, or $2.579 > 1.96$, therefore, H_0 is rejected and H_a is accepted..

The Influence of the Work Environment on Employee Performance

The work environment has a positive but insignificant effect on employee performance at the Tiumang Community Health Center. The original sample value for the positive relationship between the work environment and employee performance is 0.165, indicating a positive relationship. The p-value of 0.072 is greater than the 5% alpha value, at $0.072 > 0.05$, indicating an insignificant effect. The T-statistic value of 1.802 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is < 1.802 , and the T-table value is < 1.96 . Therefore, H_0 is accepted and H_a is rejected..

The Effect of Job Satisfaction on Employee Performance

Job satisfaction has a significant positive effect on employee performance at the Tiumang Community Health Center. The original sample value for the positive relationship between job satisfaction and performance is 0.311, indicating a positive relationship between job satisfaction and employee performance. The p-value of 0.020 is smaller than the 5% alpha value ($0.020 < 0.05$), indicating a significant effect. The T-statistic value of 2.333 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $< T\text{-table}$, or $2.333 > 1.96$, therefore, H_0 is rejected and H_a is accepted..

The Effect of Compensation on Employee Performance Through Job Satisfaction

The effect of compensation on employee performance through job satisfaction as an intervening variable has a positive but insignificant effect at the Tiumang Community Health Center. The original sample value for the relationship between compensation and employee performance through job satisfaction is positive at 0.139,

indicating a positive relationship between compensation and employee performance through job satisfaction..

The Influence of Motivation on Employee Performance Through Job Satisfaction

The influence of motivation on employee performance through job satisfaction as an intervening variable has a significant positive effect at the Tiumang Community Health Center. The original sample value for the relationship between motivation and employee performance through job satisfaction is positive (0.144), indicating a positive relationship between motivation and employee performance through job satisfaction. The p-value is 0.019, which is small compared to the 5% alpha value ($0.019 < 0.05$), indicating a significant effect. The T-statistic value of 2.353 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $> T\text{-table}$, or $2.353 > 1.96$. Therefore, H_0 is rejected and H_a is accepted. Therefore, it can be concluded that job satisfaction mediates the effect of motivation on employee performance.

The Influence of the Work Environment on Employee Performance Through Job Satisfaction

The influence of the work environment on employee performance through job satisfaction as an intervening variable has a negative but insignificant effect at the Tiumang Community Health Center. The original sample value for the relationship between the work environment and employee performance through job satisfaction is negative (0.0139), indicating a negative relationship between the work environment and employee performance through job satisfaction. The p-value of 0.218 is greater than the 5% alpha value, i.e., $0.218 > 0.05$, indicating no significant effect. The T-statistic value of 1.234 is used to determine whether this hypothesis is accepted or rejected. The T-statistic value is compared with the T-table value of 1.96. The T-statistic value is $< T\text{-table}$, or $1.234 < 1.96$, therefore, H_0 is accepted and H_0 is not rejected. Therefore, it can be concluded that job satisfaction does not mediate the work environment on employee performance.

5. Conclusions

From the results of the study on Employee Performance: Compensation, Work Motivation, and Environment with Job Satisfaction as an Intervening Variable at the Tiumang Community Health Center, it can be concluded that:

- (1) Compensation has a significant positive effect on job satisfaction at the Tiumang Community Health Center.
- (2) Work motivation has a significant positive effect on job satisfaction at the Tiumang Community Health Center.
- (3) The work environment has a positive but insignificant effect on job satisfaction at the Tiumang Community Health Center.
- (4) Compensation has a significant positive effect on employee performance at the Tiumang Community Health Center.
- (5) Work motivation has a significant positive effect on employee performance at the Tiumang Community Health Center.
- (6) The work environment has a positive but insignificant effect on employee performance at the Tiumang Community Health Center.
- (7) Job satisfaction has a significant positive effect on employee performance at the Tiumang Community Health Center.
- (8) Job satisfaction does not mediate the relationship between

compensation and employee performance at the Tiumang Community Health Center. (9) Job satisfaction mediates the relationship between motivation and employee performance at the Tiumang Community Health Center. (10) Job satisfaction does not mediate the relationship between the work environment and employee performance at the Tiumang Community Health Center.

For Future Researchers

For future researchers, it is recommended to conduct further research involving additional variables that may influence job satisfaction and performance, such as psychological or social factors. Longitudinal research can also provide deeper insights into changes in work dynamics at the Tiumang Community Health Center over time. Therefore, the results of this study can be used as a reference for improving the quality of healthcare services at the Tiumang Community Health Center and enhancing overall employee performance.

For the Tiumang Community Health Center, the Tiumang Community Health Center should continue to ensure that the company's management improves job satisfaction by further strengthening employee motivation, as motivation has a dominant influence on employee job satisfaction.

The Tiumang Community Health Center should also continue to improve employee performance by paying attention to employee job satisfaction, as it has a dominant and strong influence.

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