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THE INFLUENCE OF COMPENSATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING AT EMPLOYEE BNI BANK

BY

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Abstract

This research aims to determine the effect of compensation and work environment on employee performance with job satisfaction as mediation for BNI employees in the Jakarta Kemayoran area. This research was conducted in May-August 2023. This research uses a quantitative approach using primary data collected through online questionnaires. The sampling technique in this study used non-probability sampling with a purposive sampling technique. Overall, the data obtained was 224 with the criteria of employees who have worked for at least one year. The data analysis technique used in this study is Structural Equation Modelling (SEM) with the help of SPSS and AMOS software. The results of the direct influence of this research show that compensation and work environment have positive and significant effects on job satisfaction. Compensation has positive and significant effects on employee performance, job satisfaction has negative and significant effects on employee performance, while the work environment has negative and insignificant effects on employee performance. The results of the indirect influence of this research show that compensation has negative and insignificant effects on employee performance through job satisfaction, while the work environment has positive and insignificant effects on employee performance through job satisfaction.

Keywords: compensation, work environment, job satisfaction, employee performance

INTRODUCTION

Technological developments are increasing rapidly, so the role of human resources is very important for an organization to implement this technology. Human resources are an important asset in achieving organizational goals. A company's success depends on the job satisfaction of these employees so that they will feel satisfied with the organization and provide good job performance results.

Employee performance is an employee's productivity or output from the employee's work. Employee performance depends on every condition of internal policies such as organization, practices, and organizational design features so that the results of this work can be seen through financial and non-financial which have a direct link to organizational performance and its success (Anitha, 2014).

PT Bank Negara Indonesia Tbk (BNI) was officially established by the Government of the Republic of Indonesia on July 1946, through Government Regulation instead of Law No. 2 of 1946 concerning the Establishment of Bank Negara

Indonesia (BNI), which is referred to as the BNI Law of July 1946. Through this regulation, BNI previously called "Poesat Bank Indonesia" with a legal entity foundation, officially became "Bank Negara Indonesia" and carried out functions as a circulation bank/central bank and a commercial bank.

BNI Bank experience problems with employee performance. This statement is supported by pre-survey and short interviews with BNI bank employees by distributing 30 questionnaires and short interviews related to employee performance problems at BNI bank. The results of this short interview stated that employees felt the workload was heavy. After carrying out bank operating hours, they must recap reports from transactions after closing operational hours, plus work assignments that came suddenly.

The results of the pre-survey at BNI Bank are as follows:

Table 1 Pre-Survey Results

Employee Performance			
No	Statement	Results	Total

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		Agree	Disagree	
1	Completing work according to a predetermined schedule	14 (47%)	16 (53%)	30
2	Responsible for the results of the work	16 (53%)	14 (47%)	
3	Finish the job faster than the specified time	14 (47%)	16 (53%)	
4	Complete work according to company quality standards	18 (60%)	12 (40%)	
5	Have skills in the field of work	12 (40%)	18 (60%)	
Percentage		49%	51%	100%
Compesation				
No	Statement	Results		Total
		Agree	Disagree	
1	I get paid according to the position	13 (43%)	17 (57%)	30
2	I get a salary according to education	14 (47%)	16 (53%)	
3	I get health benefits	18 (60%)	12 (40%)	
4	I get a job allowance	16 (53%)	14 (47%)	
5	My salary exceeds the minimum wage requirements set by the government	13 (43%)	17 (57%)	
Percentage		49%	51%	100%
Work Environment				
No	Statement	Results		Total
		Agree	Disagree	
1	I am given the resources I need to do my job well	14 (47%)	16 (53%)	30
2	I get the means to use in getting my work done	12 (40%)	18 (60%)	
3	The meetings I have with my colleagues	16 (53%)	14 (47%)	

	and boss can help me get work done			
4	My colleagues and I work together to get the job done	15 (50%)	15 (50%)	
5	I am treated with respect by others I work with	13 (43%)	17 (57%)	
Percentage		47%	53%	100%
Job Satisfaction				
No	Statement	Results		Total
		Agree	Disagree	
1	Opportunities for career advancement according to expertise	13 (43%)	17 (57%)	30
2	There is feedback from superiors on the work done	18 (60%)	12 (40%)	
3	Comfortable working conditions	10 (33%)	20 (67%)	
4	Any suggestions/input if you have trouble doing it	13 (43%)	17 (57%)	
5	Communication between colleagues is good	15 (50%)	15 (50%)	
Percentage		46%	53%	100%

Source: Data processed by researchers (2023)

The results of short interviews with BNI bank employees stated that the compensation was not by the regional minimum wage (UMR). Some employees felt that BNI bank was providing salary based on the length of work experience compared to their education when applying. This injustice sometimes made them work make it simple, go home on time, and don't finish. They don't even care about attendance if they arrive early.

The results of short interviews with BNI bank employees stated that the work environment was quite good regarding facilities, communication from superiors to subordinates, and a conducive workspace. However, some employees feel that several facilities need attention, such as inadequate prayer rooms and poor employee relations due to being too busy serving customers.

The results of short interviews with BNI Bank employees stated that they had not achieved job satisfaction at BNI Bank, such as providing training and even motivation from rigid superiors, and employees were given work beyond the scheduled working hours and sometimes even overtime.

The urgency of this research is essential, namely to find out how far the influence of compensation and the work environment on employee performance with job satisfaction as an intervening variable for BNI bank employees. This research was conducted with employees who had worked for six months to one year.

LITERATURE REVIEW

1. Employee Performance

Robbins (2011) defines employee performance as a result achieved by employees in their work with specific criteria that apply to a job in the company. Meanwhile, employee performance is the extent to which an employee carries out the duties and responsibilities that the previous company has given (Shields et al., 2015).

2. Compensation

Mondy et al (2010) states that compensation is the total of all employee awards in exchange for their services. The overall goal is to attract, retain, and motivate employees. Meanwhile, Hamali (2016) states that compensation is all types of rewards in the form of money or non-monetary that are given fairly to employees for the services provided by employees to the company to achieve company goals.

3. Work Environment

Robbins (2011) defines work environment as an institution or internal and external driving factor that has the potential to influence organizational performance. Meanwhile, Edward and Purba (2020) states that work environment is a place where employees carry out their duties and is a working condition where they live and work together continuously and produce memorable actions in carrying out each task and work.

4. Job Satisfaction

Robbins and Judge (2008) define job satisfaction as positive feelings about one's job after evaluating individual characteristics. Meanwhile, Saman (2020) defines job satisfaction as a description of an employee's attitude, whether they are happy or unhappy with the rewards they receive, work related to themselves, their superiors, fellow employees, and their work environment.

THEORETICAL FRAMEWORK

1. Compensation and Job Satisfaction

Previous researchers has examined the effect of the compensation on job satisfaction by showing that there is a significant compensation effect on job satisfaction, such as researchers conducted by (Bawoleh et al., 2015; Mundakir & Zainuri, 2018; Permadi et al., 2018). Providing appropriate compensation in accordance with the energy and abilities expended is expected to make employees more satisfied with their work so that they can act professionally (Mundakir & Zainuri, 2018).

2. Work Environment and Job Satisfaction

Previous researchers has examined the effect of the work environment on job satisfaction by showing that there is a significant work environment effect on job satisfaction, such as researchers conducted by (Idris et al., 2020; Mundakir &

Zainuri, 2018; Permadi et al., 2018; Pratiwis & Yuniantos, 2018). Job satisfaction depends on a pleasant and supportive work environment (Nafe & Alizadeh, 2022).

3. Compensation and Employee Performance

Previous research has examined the effect of the compensation on employee performance by showing that there is a significant compensation effect on employee performance, such as researchers conducted by (Iptian et al., 2020; Permadi et al., 2018). Nguyen et al. (2020) stated that providing compensation by the company fairly and appropriately in the form of financial and non-financial will improve employee performance in the form of technical conceptual abilities, responsibility, and initiative.

4. Work Environment and Employee Performance

Previous researchers has examined the effect of the work environment on employee performance by showing that there is a significant work environment effect on employee performance, such as researchers conducted by (Idris et al., 2020; Mundakir & Zainuri, 2018; Permadi et al., 2018; Pratiwis & Yuniantos, 2018; Triwibowo & Zamora, 2016; Tulenan, 2015). Hafeez et al. (2019) stated that a friendly, safe, and trusted work environment has a positive impact on employees and their performance, creativity, productivity, commitment, and financial health increase, which also affects the improvement of the organization.

5. Job Satisfaction and Employee Performance

Previous researchers has examined the effect of the job satisfaction on employee performance by showing that there is a significant job satisfaction effect on employee performance, such as researchers conducted by (Idris et al., 2020; Mundakir & Zainuri, 2018; Permadi et al., 2018; Pratiwis & Yuniantos, 2018). Mundakir and Zainuri (2018) stated that employees who feel satisfied at work will be more productive, have a positive attitude, and are proud of their jobs.

Hypothesis

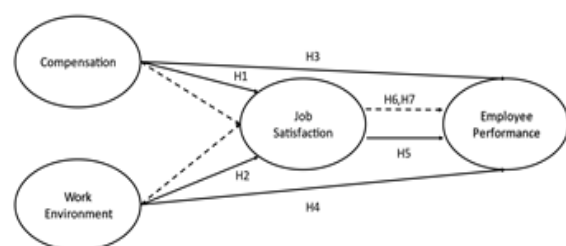


Figure 1 Theoretical Framework of the Research Model

Source: Data processed by researchers (2023)

From the theoretical framework of Figure 1, the following 7 hypotheses will be tested:

- H₁: Compensation has a positive effect on job satisfaction.
- H₂: Work environment has a positive effect on job satisfaction.
- H₃: Compensation has a positive effect on employee performance.
- H₄: Work environment has a positive effect on employee performance.

H₅: Job satisfaction has a positive effect on employee performance.

H₆: Compensation has a positive effect on employee performance through job satisfaction.

H₇: Work environment has a positive effect on employee performance through job satisfaction.

RESEARCH METHODS

1. Population and Sample

This research is quantitative research using primary data. The sample in this research is 224 respondents. This study used a non-probability sampling technique with purposive sampling. The questionnaires were distributed directly to the BNI office in the Jakarta Kemayoran area., with the following criteria for respondents:

- a. Respondents who have worked 6 months - 1 year

This study also used a descriptive test with characteristics as follows:

- a. Sex
- b. Age
- c. Job-status
- d. Marital status
- e. Educational status

Data in this study were collected using closed questions with a 5-point Likert scale as a measurement.

2. Questionnaire Development

This study uses two independent variables: compensation and work environment. The Intervening variable: job satisfaction, and then employee performance as the dependent variable, as follow:

3. Employee Performance

Employee Performance variable is measured using 12 indicators adapted from research (Bernadin & Russel, 1995).

4. Compensation

Compensation variable is measured using 10 indicators adapted from research (Hasibuan, 2012).

5. Work Environment

Work environment variable is measured using 10 indicators adapted from research (Sedarmayanti, 2001)

6. Job Satisfaction

Job satisfaction variable is measured using 10 indicators adapted from research (Rosalia et al., 2020).

This study tests use the validity, reliability, and structural model tests. In testing the validity, the researchers use exploratory factors analysis with a loading factor is above 0.4 (Hair et al., 2006). The reliability test using Cronbach alpha above 0.6 (Minto, 2016). Validity and reliability tests will be tested using the help of SPSS. This study used the structural equation modeling (SEM) test, which was tested using AMOS. The total number of respondents obtained was 256, but only 224 matched the criteria, as follows:

Table 2 Respondent Profile

Respondent Profile	Frequency	Percent	
Sex	Male	131	58.5
	Female	93	41.5
	> 50 years	9	4.0
Age	20 - 30 years	82	36.6
	31 - 40 years	90	40.2
	41 – 50 years	43	19.2
Marital Status	Not yet married	61	27.2
	Married	163	72.8
Education Status	Undergraduate	5	2.2
	Postgraduate	20	8.9
	Bachelor	153	68.3
	Senior High School	46	20.5
Total	224	100	

Source: Data processed by researchers (2023)

From the results of Table 2 of the respondent's profile, the results of the descriptive test of the respondents stated that 224 respondents had filled out the questionnaire matched the criteria in this study. So that in this case, the researcher could make conclusions in the descriptive test as follows: 131 respondents mainly were filled with male respondents (58.5%), there were 90 respondents (40.2%) more respondents aged between 31-40 years, more respondents who were married were 163 respondents (72.8%). Furthermore, more respondents bachelor education 153 respondents (68.3%).

Table 3 Respondent Screening

Have You Been Working For 6 Months - 1 Year?		
Respondent Screening Questions	Frequency	Percent
Yes	224	100.0

Source: Data processed by researchers (2023)

Table 3 shows the results of filtering respondents that the researchers had previously determined. The question "Have You Been Working For 6 Months – 1 Year?" as many as 224 respondents (100%) answered Yes.

RESULTS

Table 4 shows the validity test results, all indicators obtained a loading factor value above 0.4, so they were declared valid (Hair et al., 2006). However, two indicators have loading factor values below 0.4, so they must be dropped. Meanwhile, the reliability test results for all variables obtained Cronbach alpha values above 0.6, so they were declared reliable (Minto, 2016).

Table 4 Validity and Reliability Test Results

Employee Performance		Factor Loading	Cronbach Alpha
			0.861
KK3	Employees work with quality results	0.892	
KK4	Employees provide creative ideas	0.767	
KK5	Employees complete work within the given time	0.761	
KK2	Employees complete all assigned tasks	0.752	
KK1	Productive employees at work	0.688	
			0.875
KK11	Employees are friendly to co-workers	0.938	
KK8	Employees never make mistakes at work	0.909	
			0.682
KK7	Employees work by utilizing limited resources in the company	0.821	
KK6	Employees are enthusiastic about completing the assigned tasks	0.806	
			0.645
KK12	Employees have good integrity	0.811	
KK9	Employees get directions from supervisors	0.753	
KK10	Employees work independently	0.523	
Compensation		Factor Loading	Cronbach Alpha
			0.910
KO9	I got a promotion according to the results of my performance	0.803	
KO5	I receive a bonus from the company if the work target is achieved	0.802	
KO6	I receive a reward according to the length of work	0.782	
KO4	I accept incentives given by the company depending on specific targets	0.780	
KO10	I take jobs according to my abilities	0.764	
KO7	My family and I receive fair and proper health insurance	0.761	

KO3	I get incentives if I have activities outside of work	0.755	
KO8	Health insurance provided by the company is easy to use	0.707	
KO1	I receive a decent salary from the company	0.659	
KO2	The salary given is by government standards	0.655	
Work Environment		Factor Loading	Cronbach Alpha
			0.792
LK7	The air temperature in the office is cool	0.803	
LK8	Office lighting is good	0.792	
LK5	Clean and tidy work environment	0.726	
LK9	Communication between employees is excellent	0.656	
LK4	Ample parking facilities for all employees	0.596	
			0.843
LK6	Spacious office space	0.863	
LK10	Good relationship between employees and superiors	0.853	
LK3	The place of worship in the company is good	0.821	
			0.852
LK2	Good office pantry facilities	0.921	
LK1	Work support facilities (computers/desks/chairs/printers) are excellent	0.918	
Job Satisfaction		Factor Loading	Cronbach Alpha
			0.834
KeK10	Overall, the work equipment in the workspace is complete	0.828	
KeK1	I am satisfied with the direction from my superiors	0.776	
KeK2	Superiors provide advice and input regarding challenging assignments	0.774	
KeK6	The company gives a promotion seen from the length of work	0.745	
KeK5	The company offers job promotions for employees	0.708	

			0.830
KeK7	Establish good relationships with co-workers	0.885	
KeK8	Get co-workers who help each other	0.846	
KeK9	Calm and conducive conditions when working	0.821	

Source: Data processed by researchers (2023).

Hypothesis testing was carried out using structural equation modeling with confirmatory factors analysis (CFA) using AMOS. The initial results of the model state that the model is not yet fit, so researchers need to modify it until researchers gets $P \geq 0.5$ and $CMIN/DF \leq 2.00$ (Suhud et al., 2020). Figure 2 shows the structural equation modeling that has been modified and gets $P \geq 0.5$ and $CMIN/DF \leq 2.00$. As follows:

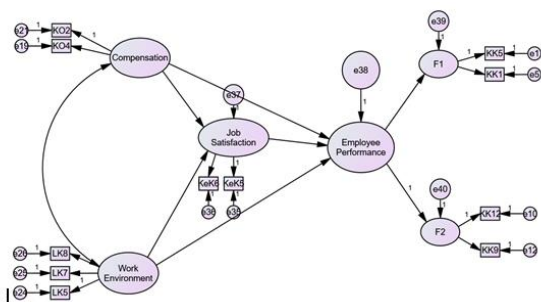


Figure 2 SEM Goodness of Fit results

Source: Data processed by researchers (2023).

Table 5 shows the results of the goodness of fit criteria, namely the value of $P \geq 0.05$ and $CMIN/DF \leq 2.00$. The result

of the P value is 0.093, the result is CMIN/DF value is 1.323, the result is the RMSEA value is 0.038, the result is GFI value is 0.962, the result is AGFI value is 0.931, the result is the TLI value is 0.971, the result is the CFI value of 0.981, the result is the NFI value of 0.929, the result is the PNFI value of 0.608 the result of the PGFI value is 0.525. As follows:

Table 5 Good of Fit Value of Model Modification

Goodness of Fit Index	Cut of Value	Results	The Decision
Probability	≥ 0.05	0.093	Good fit
CMIN/DF	≤ 2.00	1.323	Good fit
RMSEA	≤ 0.08	0.038	Good fit
GFI	≥ 0.90	0.962	Good fit
AGFI	≥ 0.90	0.931	Good fit
TLI	≥ 0.95	0.971	Good fit
CFI	≥ 0.95	0.981	Good fit
NFI	≥ 0.90	0.929	Good fit
PNFI	≥ 0.60	0.608	Good fit
PGFI	≥ 0.50	0.525	Good fit

Source: Data processed by researchers (2023).

In testing the hypothesis, the researcher uses AMOS, based on the requirements that the condition for accepting a hypothesis is if the value of CR > 1.960 (Suhud et al., 2020). Table 6 shows that four hypothesis were accepted while the other three hypothesis were rejected, as follows:

Table 6 Hypothesis Test Results

Ha	Hypothesis			S.E.	C.R.	P	Results		
H ₁	JS	<--	CO	0,170	5,405	***	Accepted		
H ₂	JS	<--	WE	0,120	3,443	***	Accepted		
H ₃	EP	<--	CO	0,321	3,407	***	Accepted		
H ₄	EP	<--	WE	0,116	1,540	0,123	Rejected		
H ₅	EP	<--	JS	0,196	-2,046	0,041	Accepted		
H ₆	EP	<--	JS	<--	CO	0,033	-0,035	0,971	Rejected
H ₇	EP	<--	JS	<--	WE	0,061	0,399	0,689	Rejected

Source: Data processed by researchers (2023).

The following is an explanation from Table 6:

H₁: The results of the data analysis test show that compensation on job satisfaction obtains a C.R. 5.405 and P is ***, so there is a positive and significant relationship between compensation on job satisfaction at BNI bank employees in the Jakarta Kemayoran area.

H₂: The results of the data analysis test show that work environment on job satisfaction obtains a C.R. 3.443 and P is ***, so there is a positive and significant relationship between work environment on job satisfaction at BNI bank employees in the Jakarta Kemayoran area.

H₃: The results of the data analysis test show that compensation on employee performance obtains a C.R. 3.407 and P is ***, so there is a positive and significant relationship

between compensation on employee performance at BNI bank employees in the Jakarta Kemayoran area.

H₄: The results of the data analysis test show that work environment on employee performance obtains a C.R. 1.540 and P is 0.123, so there is a positive and insignificant relationship between work environment on employee performance at BNI bank employees in the Jakarta Kemayoran area.

H₅: The results of the data analysis test show that job satisfaction on employee performance obtains a C.R. -2.046 and P is 0.041, so there is a negative and significant relationship between job satisfaction on employee performance at BNI bank employees in the Jakarta Kemayoran area.

H₆: The results of the data analysis test show that compensation on employee performance through job satisfaction obtains a C.R. -0.035 and P is 0.971, so there is a negative and insignificant relationship between compensation on employee performance through job satisfaction at BNI bank employees in the Jakarta Kemayoran area.

H₇: The results of the data analysis test show that work environment on employee performance through job satisfaction obtains a C.R. 0.399 and P is 0.689, so there is a positive and insignificant relationship between work environment on employee performance through job satisfaction at BNI bank employees in the Jakarta Kemayoran area.

DISCUSSION

The first hypothesis states that BNI employees expect fairness in providing compensation, which impacts their job satisfaction, so they are happier at work, do not feel pressure at work, and even their well-being their work will be better. This hypothesis supported by research conducted (Bawoleh et al., 2015; Mundakir & Zainuri, 2018; Permadi et al., 2018) which states that compensation has a significant effect on job satisfaction.

The second hypothesis states that BNI employees receive a comfortable working environment like today, such as office facilities that support the company's operational activities that need to be maintained and even improved, impacting BNI employee job satisfaction. This hypothesis supported by research conducted (Idris et al., 2020; Mundakir & Zainuri, 2018; Permadi et al., 2018; Pratiwis & Yuniantos, 2018) which states that work environment has a significant effect on job satisfaction.

The third hypothesis states that BNI employees have been given justice and appropriateness in providing compensation. BNI does not only look at it in terms of position, education, and even length of work. However, the ability of these employees so that the company provides justice compensation will impact improving their performance. This hypothesis is supported by research conducted (Bawoleh et al., 2015; Mundakir & Zainuri, 2018; Permadi et al., 2018) which states

that compensation has a significant effect on employee performance.

The fourth hypothesis states BNI employees know that work in the front office is busy serving customers. This keeps them professional in dealing with customers despite a lack of interaction with other BNI employees. So, like it or not, BNI employees will continue to work well regardless of their work environment. This hypothesis is not supported by research conducted (Idris et al., 2020; Mundakir & Zainuri, 2018; Permadi et al., 2018; Pratiwis & Yuniantos, 2018; Triwibowo & Zamora, 2016; Tulenan, 2015) which states that work environment has a significant effect on employee performance.

The fifth hypothesis states that BNI employees continue to do their jobs professionally while working, even though sometimes employees feel a lack of work equipment. This results in taking turns using one of the equipment so that it takes time to wait and their sense of job satisfaction decreases. However, they still serve customers as best as possible to maintain their good name BNI company. This hypothesis is supported by research conducted (Idris et al., 2020; Mundakir & Zainuri, 2018; Permadi et al., 2018; Pratiwis & Yuniantos, 2018) which states that job satisfaction has a significant effect on employee performance.

The sixth hypothesis states that the readiness of BNI employees who are willing to work overtime while not being paid, such as closing reports every month, means that this makes employees work more to achieve the specified targets.

The seventh hypothesis states that the office equipment owned by the company is still tiny. The three tellers on duty are only given one copying machine, one money counting machine, and one printing machine, so in crowded conditions with consumers, they need to wait to use it. This makes the speed in serving customers faster. Longer than the specified standard operational time.

CONCLUSION

From the previous results, it can be concluded that the four hypotheses are accepted while the other three hypotheses are rejected, as follows:

- a. Compensation has a positive and significant effect on job satisfaction, meaning that providing fair and proper compensation will make employees feel satisfied at work.
- b. The work environment has a positive and significant effect on job satisfaction, meaning that the comfort of a good work environment needs to be considered to make employees satisfied at work.
- c. Compensation has a positive and significant effect on employee performance, meaning that fair compensation will improve employee performance.
- d. The work environment has a positive and insignificant effect on employee performance, meaning that even though the work environment is terrible, it does not have an impact on reducing

employee performance.

- e. Job satisfaction has a negative and significant effect on employee performance, meaning that even though employee job satisfaction decreases, employees remain professional at work and can have an impact on improving employee performance.
- f. Compensation has a negative and insignificant effect on employee performance through job satisfaction, meaning that job satisfaction does not play a role in mediating compensation on employee performance.
- g. The work environment has a positive and insignificant effect on employee performance through job satisfaction, meaning that job satisfaction does not play a role in mediating the work environment and employee performance.

RECOMMENDATION

From the results described earlier, this study has several recommendations given to BNI Bank in the Jakarta Kemayoran area, as follows:

- a. BNI must provide employee reimbursement later for activities outside the company, even when they work overtime.
- b. Superiors and subordinates must get closer to the difficulties or problems they face to provide solutions to these matter, so that they are expected to be more compact in working together as a team.
- c. BNI Bank needs to add some equipment related to company operations so that this can speed up service to customers.
- d. Providing time for outside company events, such as family gatherings is necessary. This is expected to provide time to discuss and familiarize oneself with colleagues.

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