

Analysis of Work Factors on Employee Performance Mediated by Job Satisfaction in Manufacturing Company

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Abstract

This research aims to determine the influence of the work environment, work motivation, rewards, and compensation on employee performance, as well as the mediating variable of job satisfaction. The method used in this research is a quantitative analysis method and a survey method by distributing questionnaires and producing 404 respondents from manufacturing companies in the city of Batam. This research was tested using the Smart Partial Least Squares (SmartPLS) model, namely a model that uses partial least squares based on partial and total probability. The results of this study show that the work environment has a significant effect on job satisfaction, work motivation has a significant effect on job satisfaction, awards have a significant effect on job satisfaction, compensation has a significant effect on job satisfaction, job satisfaction has a significant effect on the work environment, the work environment is mediated by job satisfaction has a significant effect on employee performance, work motivation mediated by job satisfaction has an effect on employee performance, rewards mediated by job satisfaction have an effect on employee performance, and compensation mediated by job satisfaction has a significant effect on employee performance. The results of this research are able to illustrate what factors can produce employees with high qualifications.

Keywords: *Employee performance, work environment, work motivation, reward, compensation.*

A. Background

With the rapid progress of globalization, the competition that occurs between industries and agencies means that human resources are required to consistently achieve proactive growth (Saputra et al., 2022). There are many aspects in running a business, but human resources (HR) hold a quite important position in each management managed by a company. This shows that human resource factors are the main key that must be observed carefully for each of their interests. Therefore, the success of an agency or company depends on the source components human resources or employees to achieve its goals (Hartini, 2021).

Batam City was built in a planned manner since the 1970s by BP Batam. At the national level, Batam City is one of the cities that has a fairly high growth scale. Because of the many industrial areas in Batam. Batam is also often referred to as an industrial city. Since 2000, the number of industrial areas in Batam City has grown rapidly, to date Batam has succeeded in establishing 30 industrial areas (Batam Parenting Agency, 2023). Other than that, Batam has provided many job opportunities for the Indonesian people,

quite a few residents from outside Batam are looking for work in Batam city. Based on the data that has been obtained, there are 767,506 workers in the city of Batam, of which 40.55% or the same as 311,224 workers are from manufacturing companies (Batam City Central Statistics Agency, 2022).

This research focuses on manufacturing companies in Batam City. Based on the data obtained from the bpbatam.go.id website which is available in the profile and achievements section, this is based on the awards given by the 2022 Business Indonesia Award (BIA) to business actors for innovative infrastructure development for regional economic growth, especially in the Batam City area. The contribution of manufacturing companies in Indonesia, especially the city of Batam, has the ability to innovate to overcome internal and external competition problems.

According to Julita et al., (2020) A good, conducive, harmonious and supportive work environment will make employees feel comfortable at work and directly fulfill the job satisfaction that employees expect. It is very important for companies to have a productive and efficient work environment

because it will increase the individual's ability to be productive at work (Kresmawan et al., 2021). Ningrum et al., (2022) says a good, conducive, harmonious and supportive work environment will make employees feel comfortable at work and directly fulfill the job satisfaction expected by employees. Ratnasari et al., (2020) And Prayekti, (2022) stated that companies that have a conducive work environment have a significant influence on job satisfaction, so that employees will create a comfortable atmosphere at work and a high sense of belonging to the company.

Basically, work motivation is a belief that arises in the mind of every individual, both consciously and unconsciously, to achieve the desired goals. According to Adhimas (2021) in the world of work, motivation fosters a sense of achievement, perseverance, commitment and good planning. Research by Aulia and Frinaldi, (2020) states that the motivation is an effort to improve the employee's ability to be able to complete the work assigned to the employee. Work motivation is related to achieving goals and intensifying efforts to complete the tasks that must be completed by each employee. In Riyanto et al., (2021) research says that the motivation given to employees will also affect the employee's job satisfaction itself, because motivation is an effort to improve the ability of employees to be able to complete the work assigned to employees.

In research conducted by Apriyanti et al., (2020), rewards are defined as everything an employee receives from the company, both in financial and non-financial form as compensation for completing the work carried out by the employee. Rewards can be measured by salary, wages, incentives, allowances, rewards, interpersonal and promotions. Rewards given to employees will foster a sense of pride and satisfaction in employees for their efforts in carrying out their work to the fullest.

According to Wonda et al., (2022) rewards in the form of compensation received by employees from the company aim to maximize employee performance and job satisfaction for each employee. It is an obligation for companies to be able to facilitate employee needs in the form of compensation to support all forms of

employee work activities (Qomariyah et al., 2022). Research by Efendi et al., (2020) proves that job satisfaction can mediate the relationship between compensation and employee performance, this is shown because compensation is also one of the company's efforts to support employee welfare. By providing appropriate compensation, employee performance can increase which in turn makes employees more productive in completing work on time (Julita et al., 2020).

Job satisfaction and comfort in meeting their needs at work is something that is the company's responsibility to ensure the welfare of each employee. It has become mandatory for a company that employee job satisfaction is the main thing that needs to be considered, because when employees get the maximum level of satisfaction from a company it will have a good impact on employee performance. Employee job satisfaction is a major thing that companies need to pay attention to. Apriyanti et al., (2020) in research said there was a significant positive influence between job satisfaction on employee performance, because when employees get the maximum level of satisfaction from a company, it will have a good impact on the performance produced by employees

Employee performance can be measured through technical abilities, conceptual abilities, responsibility, initiative, and interpersonal relationship abilities. Employee performance really needs to be considered in developing a company, because by considering the performance, work and results of work plans by employees that can be implemented and achieved well in accordance with the company's goals (Jufrizen et al., 2020).

This research aims to analyze the influence of the work environment, work motivation, rewards and compensation on employee performance, using job satisfaction mediating variable with the research model in the picture below:

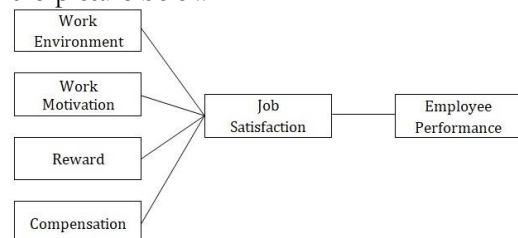


Figure 1. Research Model

- H1 : Work environment has an influence positive significant effect on job satisfaction.
- H2 : Work motivation has a significant positive influence on job satisfaction.
- H3 : Rewards have a significant positive effect on job satisfaction.
- H4 : Compensation has a significant positive effect on job satisfaction.
- H5 : Job satisfaction has a significant positive effect on employee performance.
- H6 : Work environment has a significant positive effect on employee performance with job satisfaction as a mediating variable.
- H7 : Work motivation has a significant positive effect on employee performance with job satisfaction as a mediating variable.
- H8 : Rewards have a significant positive effect on employee performance with job satisfaction as a mediating variable.
- H9 : Compensation has a significant positive effect on employee performance with job satisfaction as a mediating variable.

B. Research Method

The type of research used in this research is a quantitative analysis method. The technique used in this research to collect data is using primary data and secondary data. The primary data used was obtained directly from the objects used in this research, and the secondary data used for this research was obtained from journal references or websites. Primary data in this research uses a questionnaire method. The questionnaire method is used to collect accurate and authentic data directly from parties who are considered important in the questionnaire identification process.

The population of the study are employees worked in manufacturing companies in Batam. The researcher chose employees who work in manufacturing companies as the sample in this study because the researcher wanted to know how big the impact of the work environment, work motivation, rewards and compensation is on employee work performance (Julita et al., 2020).

The researcher calculated the sample for each question using Morgan tables with a minimum sample required of 375 respondents. In this research, it is known that the total employee population in

manufacturing companies is 311,224 (Batam Central Statistics Agency, 2022), which means the minimum sample required is 375 respondents. To reach definite conclusions, the author will use data collected from respondents who will be sorted into 5 categories based on the Likert scale of the question.

This research was analyzed using Partial Least Squares Path Modeling (PLS-SEM) using the Smart Partial Least Squares (SmartPLS) model, namely a model that uses partial least squares based on partial and total probability. PLS-SEM aims to test predictive relationships between constructs by seeing whether there is a relationship or influence between the constructs so that we can know whether the data results can be used or not. Evaluation of the measurement model will use convergent validity and composite reliability.

C. Result and Discussion

In this research, every respondent who provided an answer was an employee who worked at manufacturing company in Batam, with the aim of analyzing factors that influence employee performance, such as work environment factors, work motivation factors, reward factors, allowance and salary factors, as well as other supporting factors such as job satisfaction.

Demographic Analysis

From the results of distributing questionnaires carried out via Google Form, researchers obtained characteristics for 404 respondents based on the categories of gender, age, last education, position and income of the respondents. The following are the results of the questionnaire distribution data and the results obtained based on each respondent's characteristics.

Table 1. Questionnaire Distribution Table

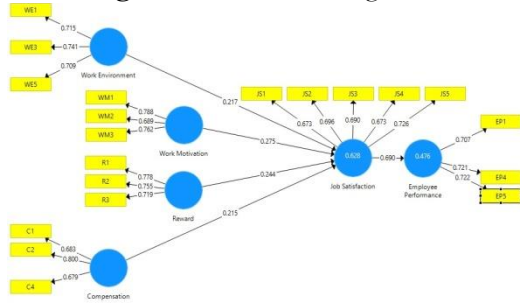
Variabel	Kategori	Total	Perse n
1. Gander	Male	248	61,4%
	Famale	156	36,8%
Total		404	100%
2. Age	18-25 years	207	51,2%

	26-30 years	157	38,9%
	31-35 years	29	7,2%
	>36 years	11	2,7%
Total		404	100%
3. Education level	High school	229	56,7%
	Sarjana	161	39,9%
	Magister	14	3,4%
Total		404	100%
4. Position	Operator	128	31,7%
	Technician	96	23,8%
	Staf Officer	165	40,8%
	Others	15	3,7%
Total		404	100%

Source: Primary data processed (2023)

Outer Model Testing

Figure 2. Outer Loading Test



Source: SmartPLS processed primary data (2023)

In Figure 2 above are the results of the Loading factor test which was tested using the SmartPLS application, where the results of the sample mean must be higher or equal to 0.6 so that the outer model test can be said to be valid (Hair et al., 2018) . Thus, all the data collected in the image above shows that each value for each variable is greater than or equal to 0.6, which means that the data being tested is valid.

Validity Testing

To determine whether the answers given by respondents are valid or not, a validity test must be carried out consisting of 404 respondents. Then an Avarge Variance Extracted (AVE) value above or equal to 0.5 will be considered valid (Hair et al., 2018). The Avarge Variance Extracted value for each respondent is listed in the table below as a result of the validation process.

Table 2. Validity Test Result

Variable	AVE	Validity
Job satisfaction	0,479	Invalid

Employee performance	0,514	Valid
Work environment	0,521	Valid
Work motivation	0,559	Valid
Reward	0,564	Valid
Compensation	0,6522	Valid

Source: SmartPLS processed primary data (2023)

The data in the table above shows that of all the AVE values tested there is one variable that is invalid, namely the job satisfaction variable with a value 0.479. Meanwhile, the variables with value of employee performance is 0.514, work environment is 0.521, work motivation is 0.559, rewards is 0.564, and compensation is 0.522 are declared valid because they have an AVE value (<0,5).

Reliability Testing

The table below illustrates the overall Cronbach's Alpha values. In this case, each variable has a composite reality that is higher than 0.5. The Cronbach's Alpha reliability test value can be seen in the table below:

Table 3. Cronbach's Alpha Test Result

Variable	Cronbach's Alpha	Information
Job satisfaction	0.728	Reliable
Employee performance	0.527	Reliable
Work environment	0.538	Reliable
Work motivation	0.540	Reliable
Reward	0.611	Reliable
Compensation	0.614	Reliable

Source: SmartPLS processed primary data (2023)

The results of the Cronbach's Alpha value reliability test show that the Cronbach's Alpha value for all the variables above is 0.5 with value of job satisfaction is 0.728, employee performance is 0.527, work environment is 0.538, work motivation is 0.540, reward is 0.611, and compensation is 0.614. In this case, with the resulting value, the variables above can be said to have good reliability.

In Composite Reliability testing, each variable must have a composite reliability higher than 0.7 in order to be declared reliable(Hair et al, 2018).The reliability test values can be seen in the table below:

Tabel 4. Composite Reliability Test Result

Variable	Composite Reliability	Information
Job satisfaction	0.821	Reliable
Employee performance	0.760	Reliable
Work environment	0.765	Reliable
Work motivation	0.765	Reliable
Reward	0.791	Reliable
Compensation	0.795	Reliable

Source: SmartPLS processed primary data (2023)

Based on the SmartPLS output results, the table above shows that the Composite Reliability value for all variables is above 0.70 with value of job satisfaction is 0.821, employee performance is 0.760, work environment is 0.765, work motivation is 0.765, reward is 0.791, and compensation is 0.795. In this case, with the values that have been produced, all variables can be said to have good reliability.

Inner Model Testing

Path Analysis is a method or path coefficient value that is used to understand whether a variable has an effect or influence, either directly or indirectly, on other variables being studied.

Tabel 5. Dirrect Effect Test Results

Model	T-Statistics	P-Values	Signification
Work Environment => Job Satisfaction	5,315	0,000	H ¹ Sig
Work Motivation => Job Satisfaction	4,462	0,000	H ² Sig
Reward => Job Satisfaction	5,082	0,000	H ³ Sig
Compensation => Job Satisfaction	4,410	0,000	H ⁴ Sig
Job Satisfaction => Employee performance	22,424	0,000	H ⁵ Sig

Source: SmartPLS processed primary data (2023)

The direct effect test result, which is a standard to determine whether the hypothesis in this study is significant or not. The condition for significant results is that the P-Value must not be higher than 0.05 (Hair et al., 2018) . Based on table 4, the following hypothesis analysis results can be obtained:

Hipotesis 1

Based on table 5, it can be seen that the T-Statistics value is 5.315 and the P-Value

value is 0.00, which meets the provisions for a P-Value value of no more than 0.5. So from the regression results it can be concluded that the work environment has a significant impact on job satisfaction. In research, Julita et al., (2020) said that the work environment has a significant influence on job satisfaction. In research conducted by Yuswardi and Chrisjunianti, (2022) And Ningrum et al., (2022) said that a good, conducive, harmonious work environment will foster a sense of comfort at work and can fulfill the job satisfaction that employees expect. This means that maintaining a positive work environment will foster a sense of comfort while working and will result in a higher level of job satisfaction.

Hipotesis 2

Based on table 5, it can be seen that the T-Statistics value is 4.462and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that work motivation has a significant impact on job satisfaction. In research, Riyanto et al., (2021) also proves that there is a significant influence between work motivation and job satisfaction, this is because work motivation is related to employee achievement which can foster a sense of job satisfaction. This means that motivation and support from the company can foster a sense of satisfaction in employees because they feel cared for.

Hipotesis 3

Based on table 5, it can be seen that the T-Statistics value is 5.082and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that rewards have a significant impact on job satisfaction. This is in line with research by Apriyanti et al., (2020) and Yuswardi and Wanto, (2022) which proves that there is a significant relationship between awards and job satisfaction, because if employees have a good impression of awards it will influence employee satisfaction. This means that the awards given to employees will foster a sense of pride and satisfaction in employees.

Hipotesis 4

Based on table 5, it can be seen that the T-Statistics value is 4.410and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based

on the regression results, it can be concluded that compensation has a significant impact on job satisfaction. This is in line with research by Apriyanti et al., (2020) and Yuswardi and Wanto, (2022) which proves that there is a significant relationship between awards and job satisfaction, because if employees have a good impression of awards it will influence employee satisfaction. This means that the awards given to employees will foster a sense of pride and satisfaction in employees.

Hipotesis 5

Based on table 5, it can be seen that the T-Statistics value is 22.424 and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that job satisfaction has a significant impact on employee performance. This is supported by Apriyanti et al., (2020) where there is a significant influence between job satisfaction and employee performance, because when employees get the maximum level of satisfaction from the company it will have a good impact on the performance produced by the employee. This means that to achieve good performance, companies must foster a sense of satisfaction in employees.

Table 6. Indirect Effect Test Results

Model	T-Statistics	P-Values	Significance
Work Environment => Job Satisfaction => Employee Performance	4,172	0,000	H ⁶ Sig
Work Motivation => Job Satisfaction => Employee Performance	5,102	0,000	H ⁷ Sig
Reward => Job Satisfaction => Employee Performance	4,952	0,000	H ⁸ Sig
Compensation => Job Satisfaction => Employee Performance	4,372	0,000	H ⁹ Sig

Source: SmartPLS processed primary data (2023)

The table above is a standard for knowing whether the hypothesis in this study is significant or not. The condition for significant results is that the P-Value must not be higher than 0.05 (Hair et al., 2018) . Based on table 8, the following hypothesis analysis results can be obtained:

Hipotesis 6

Based on table 6, it can be seen that the T-Statistics value is 4.172 and the P-Value

value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that the work environment has a significant impact on employee performance with job satisfaction as a mediating variable. This is also supported by research by Apriyanti et al., (2020) and Mon et al., (2023) stated that there are several factors that can influence employee performance, including factors that exist in the work environment directly, or through liaison with other factors such as job satisfaction factors. This means that a good work environment makes employees feel more comfortable so that employees can optimize their work results and improve their performance.

Hipotesis 7

Based on table 6, it can be seen that the T-Statistics value is 5.102 and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that work motivation has a significant impact on employee performance with job satisfaction as a mediating variable. This is in line with research by Adhimas (2021) and Pradita and Sentoso, (2022) where the motivation given to employees will foster a sense of achievement, perseverance, commitment and good planning in employees. This means that motivation and support from superiors can make employees feel cared for and employees will improve their performance.

Hipotesis 8

Based on table 6, it can be seen that the T-Statistics value is 4.952 and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that rewards have a significant impact on employee performance with job satisfaction as a mediating variable. This is also supported by research by Apriyanti., (2020) where there is a positive and significant relationship between rewards and employee performance through job satisfaction. This means that employees who feel appreciated for their performance will feel satisfied with their work so that employees will carry out their work optimally.

Hipotesis 9

Based on table 6, it can be seen that the T-Statistics value is 4.372 and the P-Value value is 0.00, which meets the provisions for a P-Value value of no more than 0.05. Based on the regression results, it can be concluded that compensation has a significant impact on employee performance with job satisfaction as a mediating variable. This is in line with research by Efendi et al., (2020) which proves that job satisfaction can mediate the relationship between compensation and employee performance, this is because compensation is also one of the company's efforts to support employee performance and welfare. This means that employees who receive compensation in accordance with their work will feel satisfied so that the performance provided by these employees will continue to increase.

R Square

Table 7. R Square Test Result

Dependent Variable	R Square Adjusted
Job satisfaction	0.625
Employee performance	0.475

Source: SmartPLS processed primary data (2023)

Based on the R Square value above, it shows that the job satisfaction variable is 62.5% influenced by work environment variables, work motivation, rewards and compensation, and the remaining 37.5% is influenced by other variables outside of this research model. Meanwhile, employee performance variables are influenced by work environment variables, work motivation, rewards, compensation and job satisfaction by 47.5%, and the remaining 52.5% are influenced by other variables outside of this research model.

Quality Index

This test is used to assess the model as a whole, where the GoF value is obtained from the root Comm or average communalities (Average Variance Extracted / AVE) multiplied by R² or the average R Square, with value categories ≥ 0.10, low GoF, ≥ 0, 25 moderate GoF, and ≥ 0.36 strong Gof. In accordance with the results, the Quality index

is measured by the GoF Index using the following calculation method:

$$GoF = \sqrt{0,53 \times 0,51}$$

$$GoF = 0,29$$

Based on the results above, the GoF value is 0.29 which is greater than 0.25. So according to the resulting model criteria, the GoF value is included in the moderate category.

D. Conclusion

Based on the results of the research that has been carried out, it can be concluded that job satisfaction on employee performance has a significant influence. This means that to achieve good performance, companies must foster a sense of satisfaction in employees. The work environment on job satisfaction has a significant influence, this means that maintaining a positive work environment will foster a sense of comfort when working and will produce a higher level of job satisfaction. Work motivation on job satisfaction has a significant influence, this means that there is motivation and support from the company can foster a sense of satisfaction in employees because they feel cared for. Rewards for job satisfaction have a significant influence; this means that awards given to employees will foster a sense of pride and satisfaction in employees. Compensation for job satisfaction has a significant influence this means that if the compensation given is in accordance with the employee's work results, it will have a positive influence on employee satisfaction. The work environment mediated by job satisfaction has a significant influence on employee performance, this means that a good work environment makes employees feel more comfortable so that employees can optimize their work and improve their performance. Work motivation mediated by job satisfaction on employee performance has a significant influence, this means that motivation and support from superiors can make employees feel cared for and employees will improve their performance. Rewards mediated by job satisfaction on employee performance have a significant influence, this means that employees who

feel appreciated for their performance will feel satisfied with their work so that employees will carry out their work optimally. Compensation which is mediated by job satisfaction on employee performance has a significant influence, this means that employees who receive compensation according to their work will feel satisfied so that the performance given by the employee will continue to increase.

E. Recommendations

Suggestions that can be given to companies are to continue to provide a comfortable work environment, positive work motivation, appreciation and appropriate compensation to employees, with the hope of fostering job satisfaction in employees so that employees can continue to optimize their work and improve company performance. And the suggestion for future researchers is that the results of this research can be used to increase and develop knowledge by applying theories in accordance with work environment problems, work motivation, rewards and compensation. At the same time, it can be used as reference material for future researchers who study and research the same problems, especially in the manufacturing sector, or can be implemented in other fields.

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