



**THE EFFECT OF COMPENSATION AND WORK ENVIRONMENT ON
PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING
VARIABLE (A CASE STUDY OF EMPLOYEES CADDIES) AT RANCAMAYA
GOLF & COUNTRY CLUB, BOGOR**

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Abstract

This study aims to analyze the influence of compensation and the work environment on employee performance through job satisfaction as an intervening variable among employees (caddies) at Rancamaya Golf & Country Club in Bogor. The study employs a quantitative approach using a survey method. The study population consisted of 200 employees (caddies), while the sample of 133 respondents was determined using Yamane's formula with simple random sampling. Data collection was conducted by distributing a questionnaire using a Likert scale. Data analysis was performed using IBM SPSS Statistics, including validity tests, reliability tests, classical assumption tests, path analysis, t-tests, the coefficient of determination, and the Sobel test to examine the mediating effect. The results of the study indicate that compensation and the work environment have a positive effect on job satisfaction. Furthermore, the work environment and job satisfaction have a positive effect on employee performance, whereas compensation does not have a direct effect on employee performance. The results of the mediation test indicate that job satisfaction mediates the effect of compensation on employee performance and mediates the effect of the work environment on employee performance. These findings suggest that improving a fair compensation system, fostering a conducive work environment, and achieving high job satisfaction are key factors in enhancing employee performance at Rancamaya Golf & Country Club in Bogor.

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



INTRODUCTION

Business competition in the service industry requires companies to effectively manage human resources as a key factor in achieving competitive advantage. A company's success is determined not only by the quality of its products or services but also by its employees' ability to perform their jobs optimally. In the service industry, employees serve as the company's frontline because they interact directly with customers and contribute to the quality of service provided. Therefore, companies must ensure that every employee performs well so that organizational goals can be achieved effectively and sustainably.

According to Kasmir (2022), employee performance is the work output achieved by an individual based on standards set by the organization over a specific period. Good performance indicates that an employee is capable of carrying out their duties and responsibilities effectively, thereby contributing to the achievement of the company's goals. Conversely, poor performance will lead to a decline in productivity, service quality, and customer satisfaction. Therefore, improving employee performance is a key focus in human resource management, particularly for companies operating in the service sector.

Rancamaya Golf & Country Club Bogor is a company engaged in the golf recreation and sports industry that prioritizes quality customer service. One of the key elements in providing this service is the caddies, who are responsible for assisting players throughout the game. The role of a caddie extends beyond simply helping players carry their golf equipment; it also involves providing information about course conditions, ensuring the safety of the game, and guaranteeing customer comfort while using the company's facilities. Consequently, the quality of service provided by caddies is significantly influenced by the performance level of each individual employee.

Based on preliminary observations conducted at the research site, several conditions were identified that indicate employee performance has not yet reached its full potential. Some caddies have not yet fulfilled all their job responsibilities to the fullest extent, such as being less than optimal in assisting players when they encounter obstacles on the course or being inconsistent in carrying out course maintenance procedures after the game is over. These conditions indicate that performance has not yet fully met the company's expectations, so efforts are needed to identify the factors that influence employee performance.

One factor believed to influence employee performance is compensation. Hasibuan (2021) explains that compensation refers to all rewards received by employees—whether financial or nonfinancial—in exchange for their contributions to



the organization. A fair compensation system can boost employee motivation, work enthusiasm, and loyalty, thereby positively impacting performance. Conversely, if the compensation received does not align with the workload or employees' expectations, dissatisfaction may arise, which has the potential to reduce work productivity.

Findings at Rancamaya Golf & Country Club indicate that the compensation system remains a concern for some employees. Observations reveal that some employees still feel their wages are not commensurate with the workload they handle. Additionally, the provision of allowances and workplace benefits is perceived as not fully meeting the needs of all employees. These conditions have the potential to affect work motivation and reduce employees' ability to provide optimal service to customers.

In addition to compensation, the work environment is also a factor that influences employee performance. According to Sedarmayanti (2022), the work environment encompasses everything surrounding the employee—both the physical and non-physical aspects—that can affect job performance. A safe, comfortable, and conducive work environment can enhance employees' concentration, work motivation, and productivity. Conversely, a less supportive work environment can cause discomfort, thereby hindering optimal task completion.

Observations at the research site indicate that there are still several workplace conditions that require the company's attention. From a physical perspective, some support facilities have not yet fully provided comfort for employees. Meanwhile, from a non-physical perspective, relationships among coworkers still tend to be less than harmonious, which has the potential to reduce cooperation in carrying out work. These conditions indicate that the workplace has not yet fully succeeded in creating a work atmosphere that supports improved employee performance.

The relationship between compensation, work environment, and employee performance is believed to be not only direct but also influenced by employees' level of job satisfaction. Rivai (2017) states that job satisfaction is an individual's positive attitude toward their work as a result of their evaluation of various aspects of their job. Employees who are satisfied with their jobs tend to have higher motivation, demonstrate loyalty to the organization, and are able to produce better performance compared to employees who experience job dissatisfaction. Therefore, job satisfaction is viewed as playing a crucial role as an intervening variable in explaining the relationship between compensation, work environment, and employee performance.

Numerous studies have been conducted on the influence of compensation, work environment, job satisfaction, and performance. However, the results of previous studies remain inconsistent. Some studies suggest that compensation and the work



environment have a positive effect on performance through job satisfaction, while others indicate that job satisfaction does not always mediate this relationship. These differing findings highlight a research gap, necessitating further studies on different organizational subjects and characteristics to gain a more comprehensive understanding of the relationships among these variables.

Based on the phenomenon observed at Rancamaya Golf & Country Club in Bogor and the inconsistencies found in previous studies, this study was conducted to analyze the effects of compensation and the work environment on employee performance, with job satisfaction serving as an intervening variable. The results of this study are expected to contribute to the development of human resource management theory, particularly regarding the factors that influence employee performance, and to serve as a basis for company management in formulating policies related to compensation systems, creating a conducive work environment, and enhancing job satisfaction to support the achievement of optimal employee performance.

LITERATURE REVIEW

Employee Performance

Employee performance is crucial to an organization's progress, because good employee performance ensures that the organization's desired goals are achieved. Performance is the work output that can be achieved by an individual or group of people within a company in accordance with their respective authorities and responsibilities in an effort to achieve the organization's goals in a lawful manner, without violating the law and without contradicting moral and ethical standards (Afandi, 2018). Factors that influence employee performance include: compensation, work environment, organizational culture, leadership, work motivation, work discipline, job satisfaction, and communication. In addition, indicators of employee performance include quantity, quality of work, efficiency, discipline, initiative, attention to detail, leadership, honesty, and creativity.

Job Satisfaction

Job satisfaction is an evaluation that reflects an individual's feelings and attitudes—such as being happy or unhappy, satisfied or dissatisfied—regarding their work (Rivai, 2017). According to Hasibuan (2017), factors influencing job satisfaction include fair and appropriate compensation, job assignments that match one's skills, the workload, the work atmosphere and environment, equipment that supports job performance, the leadership style of supervisors, and whether the work is monotonous or not. In addition, indicators of job satisfaction include the nature of the work,



supervision, organization and management, opportunities for advancement, coworkers, and working conditions.

Compensation

Compensation is a form of remuneration for the services provided by employees to an organization (Rivai, 2017). Compensation indicators include: salaries and wages, incentives, benefits, and allowances.

Work Environment

The work environment can be defined as the totality of the tools a worker uses, the surrounding environment, work methods, and the factors that influence work, both individually and as a group (Sedarmayanti, 2017). Indicators of the work environment include: lighting, ventilation, layout, decor, and noise.

RESEARCH METHOD

This study employs a quantitative approach using a survey method to analyze the causal relationship between compensation and the work environment on employee performance, with job satisfaction serving as an intervening variable. The quantitative approach was chosen because the study aims to test hypotheses based on numerical data obtained from a questionnaire distributed to respondents. The study was conducted among employees (caddies) at Rancamaya Golf & Country Club in Bogor as the research subjects.

The population in this study consists of all employees (caddies) at the Rancamaya Golf & Country Club in Bogor, totaling 200 people. The sample size was determined using Yamane's formula with an error tolerance of 5%, resulting in a sample of 133 respondents. The sampling technique employed probability sampling using the simple random sampling method, ensuring that every member of the population had an equal chance of being selected as a respondent.

Data collection was conducted by distributing a questionnaire designed using a five-point Likert scale, ranging from a score of 1 (strongly disagree) to a score of 5 (strongly agree). In addition to the primary data obtained through the questionnaire, this study also utilized secondary data derived from company documentation, field observations, interviews with management, and a literature review related to compensation, work environment, job satisfaction, and employee performance.

The independent variables in this study consist of compensation (X_1) and work environment (X_2), while job satisfaction (Z) serves as the intervening variable and employee performance (Y) as the dependent variable. The compensation indicator is based on Hasibuan (2021), the work environment indicator on Sedarmayanti (2022), the job satisfaction indicator on Rivai (2017), and the employee performance indicator



on Kasmir (2022). All indicators were operationalized into specific items tailored to the conditions of the research subjects.

Data analysis was conducted using IBM SPSS Statistics through several stages, namely validity testing, reliability testing, and classical assumption testing, which included tests for normality, multicollinearity, and heteroscedasticity. Next, path analysis was performed to test the direct and indirect effects among the research variables. Hypothesis testing was performed using the t-test, the coefficient of determination (R^2), and the Sobel test to determine the role of job satisfaction in mediating the effects of compensation and the work environment on employee performance. All tests were conducted at a significance level of 5% ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Data Analysis

1. Validity Test

A validity test is used to determine whether a questionnaire item under study is valid. A questionnaire can be considered valid if the questions in the questionnaire are able to reveal what the questionnaire is intended to measure. The decision criterion for the validity test is as follows: if r is greater than the table value of r , the item is deemed valid. Conversely, if the calculated r is less than the table value of r , the item is deemed invalid. A summary of the validity test results is presented in Table 1.

Table 1.
Summary of Validity Test Results

No	Variable	Statement Item	Valid Quantity	Invalid Amount	Number of statements used
1	Performance	20	20	-	20
2	Job Satisfaction	14	14	-	14
3	Compensation	9	9	-	9
4	Work Environment	16	16	-	16
Amount		59	59	-	59

Source: Data processed, (2022)

Based on Table 3.7, out of a total of 59 statements, 20 pertain to variable Y, 14 to variable Z, 9 to variable X1, and 16 to variable X2. After testing for validity, all statements were found to be valid, as their calculated r -values were greater than 0.3; thus, there are 59 valid statements.



2. Reliability Test

According to Sugiyono (2020), reliability is the degree of dependability of a research instrument. A reliable instrument is one that, when used repeatedly to measure the same object, will produce the same data. The purpose of reliability testing is to determine whether a research instrument is reliable and trustworthy. Reliability testing was conducted using Cronbach's Alpha, a measure used to describe the correlation or relationship between the constructed scale and all existing variable scales. Table 2 summarizes the results of the reliability test.

Table 2.
Results of the Research Instrument Reliability Test

Variable	Cronbach Alpha	Fixed Value	Information
Performance (Y)	0,956	0,6	Reliabel
Job Satisfaction (Z)	0,904	0,6	Reliabel
Compensation (X1)	0,902	0,6	Reliabel
Work Environment (X2)	0,947	0,6	Reliabel

Source: Data processed, (2022)

Table 3.9 shows that the Cronbach's alpha values obtained for each variable are greater than the cutoff value of 0.6. This indicates that all items for each variable in this study are reliable. This means that all the statements included can be used in this study.

3. Path Analysis

This study uses path analysis with the help of IBM SPSS Version 27.00, which will result in two equations, namely X_1 and X_2 to Z , and X_1 , X_2 , and Z to Y . The structural equation model for the path analysis in this study is as follows:

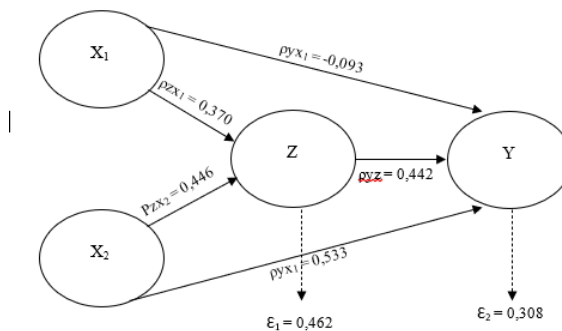
$$Z = \rho_{zx1}X_1 + \rho_{zx2}X_2 + \varepsilon_1$$

$$Z = 0,370X_1 + 0,446X_2 + 0,462$$

$$Y = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_{yz}Z + \varepsilon_2$$

$$Y = -0,093X_1 + 0,533X_2 + 0,442Z + 0,308$$

The total effect, which is a combination of the direct and indirect effects of the exogenous variable on the endogenous variable:


Figure 1.
Path Analysis Results

Source: Data Processed (2026)

A recap of the results of the direct effect coefficient, indirect effect, and total effect is as follows:

Table 3.
Path Analysis Results

No	Variable			Path Coefficient		
	Exogen	Endogen	Intervening	Direct	Indirect	Total
1	Compensation	Job Satisfaction		0,370	-	-
2	Work Environment	Job Satisfaction		0,446	-	-
3	Compensation	Performance	Job Satisfaction	-0,093	0,163	-
4	Work Environment	Performance	Job Satisfaction	0,553	0,197	0,750
5	Job Satisfaction	Performance		0,442	-	-

Source : Data Processed, (2026)

4. Coefficient of Determination

That the R-squared value is 0.538, or 53.8%. This indicates that the percentage contribution of compensation and work environment toward job satisfaction is 53.8%. Meanwhile, the remaining 46.2% is influenced by other variables not examined in this study, such as fair and adequate compensation, job placement aligned with one's expertise, and whether the work is monotonous or not (Hasibuan, 2017). It can be seen that the R-squared value is 0.692. This indicates that the combined contribution of compensation, work environment, and job satisfaction to employee engagement is 69.2%. The remaining 30.8% is influenced



by other variables not examined in this study, such as organizational culture, work motivation, and communication (Siagian, 2002).

5. Hypothesis Testing

This research tests the hypothesis using the t-test and Sobel test. The t-test is applied to test hypotheses H_1 , H_2 , H_3 , H_4 , and H_5 , which aim to examine the direct effect between variables, while the Sobel test is used to test H_6 and H_7 , which evaluate the indirect effect between variables. The criterion for testing hypotheses with the t-test is if $t_{\text{calculated}} > t_{\text{table}}$, the hypothesis is accepted. The t value is calculated using IBM SPSS Version 27.00, while the t table value is obtained from the t distribution with $\alpha = 0.05$ and degrees of freedom (df) = $n - k - 1 = 133 - 2 - 1 = 130$, resulting in a t table value of 1.6656. For hypothesis testing with the Sobel test, the criterion used is if $Z_{\text{calculated}} > Z_{\text{table}}$, the hypothesis is accepted. The Z calculated value is computed using the Sobel test formula or through the Sobel Test Calculator application, while the Z table value is 1.96.

Based on the recap from each hypothesis test, the overall recap of all the hypothesis tests will be explained as follows:

Variables	t_{hitung}	t_{tabel}	Sig	Decision	Conclusion
The effect of compensation on job satisfaction	3.144	1,656	0,001	H_{a1} accepted H_{01} rejected	Compensation has a direct and positive effect on job satisfaction.
The effect of the work environment on job satisfaction	5.899	1,656	0,002	H_{a2} accepted H_{02} rejected	The work environment has a direct and positive effect on job satisfaction.
The effect of compensation on performance	- 1.375	1,656	0,172	H_{a3} rejected H_{03} accepted	Compensation does not have a direct and negative effect on performance.
The effect of the work environment on performance	7.643	1,656	0,001	H_{a4} accepted H_{04} rejected	The work environment has a direct and positive effect on performance.



The effect of job satisfaction on performance	6.141	1,656	0,001	Ha5 accepted H05 rejected	Job satisfaction has a direct and positive effect on performance.
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Source : Data Processed, (2026)

The Effect of Compensation on Job Satisfaction

Compensation has a direct and positive effect on job satisfaction. This indicates that when companies provide fair and competitive financial and non-financial rewards, employees feel valued. This directly enhances their workplace performance. When compensation levels align with workload and market standards, a sense of pride and job satisfaction increases. Designing a compensation system that is transparent and equitable makes it easier for companies to achieve their goals. These findings align with research by Saputra (2025), Azizah (2020), and Anastasya et al. (2026), which indicates that compensation has a direct and positive impact on job satisfaction.

The Influence of the Work Environment on Job Satisfaction

The work environment has a direct and positive impact on job satisfaction. This indicates that conducive physical and non-physical conditions enhance motivation, comfort, and loyalty. The availability of supporting facilities—such as shaded rest areas, free drinking water, adequate restrooms, and lightweight caddy equipment—reduces the physical burden on caddies. These findings align with research by Septyanto & Pertiwi (2020), Anggraini (2020), and Putra et al. (2022), which states that the work environment has a direct and positive influence on job satisfaction.

The Effect of Compensation on Performance

Compensation does not have a direct, negative effect on performance. This suggests that if compensation is perceived as unfair, lacks transparency, or fails to meet employee needs, it can lead to a decline in performance. Unequal wages and salaries, combined with mismatched workloads, can trigger social jealousy among employees; furthermore, compensation often fails to impact performance when employees prioritize the work environment and flexibility over pay. Ideally, compensation should drive performance; however, for caddies, the bulk of their income comes from player tips rather than base salaries or bonuses. These findings align with research by Roedfyati & Purwanti (2025), Mardika (2023), and Wiratama et al. (2025), which indicates that compensation does not have a direct, negative effect on performance.

The Effect of the Work Environment on Performance

The work environment has a direct, positive effect on performance. These results indicate that a good, comfortable work environment enhances focus and performance, whereas a poor work environment leads to a decline in performance. In



a work environment that is safe and comfortable—both physically and emotionally—employees can more easily channel their energy and creativity toward fully achieving company targets. These findings align with research by Dirgantara et al. (2026), Jumelano (2021), and Setiawan et al. (2022), which indicates that the work environment has a direct, positive effect on performance.

The Effect of Job Satisfaction on Performance

Job satisfaction has a direct and positive effect on performance. This indicates that employees who are satisfied with their jobs, work environments, and compensation tend to be more productive and dedicated, and are capable of producing high-quality work compared to those who are less satisfied. These findings align with research by Rusdhi & Rahadi (2024), Samboga & Subkhan (2025), and Daud & Afifah (2021), which states that job satisfaction has a direct and positive effect on performance.

The Effect of Compensation on Performance via Job Satisfaction

Compensation has an indirect and positive effect on performance, with job satisfaction acting as an intervening variable. The influence of compensation on performance via job satisfaction is a process wherein fair rewards trigger a positive psychological response (satisfaction), which subsequently motivates employees to perform at their best. These findings align with research by Ashori & Nurwulandari (2020), Afriani (2021), and Fitriansyah et al. (2025), which states that compensation has an indirect and positive effect on performance via job satisfaction as an intervening variable.

The Effect of Work Environment on Performance via Job Satisfaction

The work environment has an indirect and positive effect on performance, with job satisfaction acting as an intervening variable. Mediation test results indicate that job satisfaction bridges the relationship between the work environment and performance. This implies that workplace conditions trigger psychological responses in employees. A positive environment fulfills emotional needs, thereby fostering job satisfaction. This level of satisfaction subsequently drives employees to work with maximum effort, productivity, and high dedication. These findings align with research by Pentury & Usmany (2023), Julita et al. (2022), and Qurrotuaini & Noerman (2025), which states that the work environment has an indirect and positive effect on performance via job satisfaction as an intervening variable.

CONCLUSION

This study demonstrates that compensation and the work environment have a positive impact on job satisfaction among employees (caddies) at Rancamaya Golf & Country Club in Bogor. Appropriate compensation and a conducive work



environment can enhance employees' job satisfaction as they carry out their duties and responsibilities. Furthermore, compensation, the work environment, and job satisfaction were also found to have a positive effect on employee performance. These results indicate that improving the quality of the compensation system and creating a comfortable work environment can drive improvements in employee performance, both directly and through increased job satisfaction.

The results of the mediation analysis show that job satisfaction mediates the effect of compensation on employee performance and mediates the effect of the work environment on employee performance. These findings indicate that job satisfaction serves as a key mechanism in explaining the relationship between compensation, the work environment, and employee performance. Therefore, companies need to prioritize fair compensation policies, improve the quality of the work environment, and create working conditions that enhance employee satisfaction so that performance can be optimized and support the achievement of organizational goals.

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