

THE EFFECT OF MOTIVATION, COMPENSATION, WORK ENVIRONMENT ON WORK PERFORMANCE THROUGH JOB SATISFACTION PT XYZ PALM OIL COMPANY

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Abstract: PT XYZ Palm Oil Company faces problems related to the performance of harvest workers. This study aimed to determine the effect of Motivation, compensation, and work environment on work performance either directly or through job satisfaction at PT XYZ. Based on initial observations of Motivation, compensation, work environment, job satisfaction, and work performance, especially in oil palm harvest workers, showing a low level of Motivation, lack of appreciation given, and lack of satisfaction with the applicable compensation system, high workload, laziness at work, lack of expertise/skills, longer environmental adaptation and dissatisfaction with the applicable compensation system, so that the level of satisfaction and performance of PT XYZ is not optimal. This research design uses a quantitative descriptive method, and the population is 510 harvest workers, and the sample in this study amounted to 105 harvest worker respondents divided by proportional sampling. The data analysis method was carried out using SEM-PLS with the SmartPLS 3.0 application. The results showed that Motivation, compensation, and work environment positively and significantly affected work performance through job satisfaction. Based on the results of the study, it can be concluded that the level of influence of compensation is the most significant influence, followed by the influence of the work environment and work Motivation, so that the increasing level of job satisfaction, the higher the level of work performance of harvest workers.

Keywords: work compensation, work motivation, palm oil, work environment, work performance

Abstrak: Perusahaan Kelapa Sawit PT. XYZ, menghadapi permasalahan berkaitan tentang kinerja tenaga panen. Tujuan penelitian ini adalah untuk mengetahui pengaruh motivasi, kompensasi, lingkungan kerja, terhadap kinerja kerja baik secara langsung maupun melalui kepuasan kerja pada PT. XYZ. Berdasarkan pengamatan awal terhadap motivasi, kompensasi, lingkungan kerja, kepuasan kerja, dan kinerja kerja khususnya pada tenaga panen kelapa sawit, menunjukkan tingkat motivasi yang rendah, kurangnya penghargaan yang diberikan, beban kerja yang tinggi, malas dalam bekerja, keahlian/skill yang masih kurang, adaptasi lingkungan yang lebih lama dan kurang puas nya dengan sistem kompensasi yang berlaku, sehingga tingkat kepuasan dan kinerja PT. XYZ yang belum optimal. Desain penelitian ini menggunakan metode deskriptif kuantitatif, dan jumlah populasi sebanyak 510 tenaga panen, serta sampel dalam penelitian ini berjumlah 105 responden tenaga panen yang dibagi secara proportional sampling. Metode analisis data dilakukan dengan menggunakan SEM-PLS dengan aplikasi SmartPLS 3.0. Hasil penelitian menunjukkan bahwa motivasi, kompensasi, lingkungan kerja berpengaruh positif dan signifikan terhadap kinerja kerja melalui kepuasan kerja. Berdasarkan hasil penelitian dapat disimpulkan bahwa, tingkat pengaruh kompensasi menjadi pengaruh tertinggi diikuti oleh pengaruh lingkungan kerja dan motivasi kerja, sehingga semakin bertambahnya tingkat kepuasan kerja maka semakin tinggi tingkat kinerja kerja tenaga panen.

Kata kunci: kompensasi kerja, motivasi kerja, kelapa sawit, lingkungan kerja, kinerja kerja

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INTRODUCTION

Palm oil is a vegetable oil-producing plant that can be a mainstay in the future because it is used for human needs. Palm oil has an essential significance for Indonesia's national development, in addition to creating job opportunities that lead to the welfare of the community, as well as a source of foreign exchange for the country, seeing the importance of oil palm crops in the present and future, along with the increasing needs of the world population for palm oil, it is necessary to think about efforts to improve the quality and quantity of palm oil production appropriately so that the desired target can be achieved (Purwanto, 2016).

The creation of high employee performance certainly has factors that influence it, which are the condition of facilities and infrastructure, the atmosphere of the work environment, education, training, work motivation, and compensation. This research was taken from several factors that affect performance, namely work Motivation, work environment, salary and work satisfaction which determine the work performance of harvest workers. This research, of course, focuses on harvest personnel in oil palm plantations. Motivation, work environment, compensation and work satisfaction should affect employee performance. The results of several studies state that Motivation does not affect performance, such as the results conducted by Dhermawan et al. (2012), which state that Motivation has no significant effect on performance. But in contrast to this study, in line with research conducted by Ridho, Jamaluddin et al. (2022) show Motivation and job satisfaction have a positive and significant effect on the performance of PTPN 4 palm langkat employees.

Good employee performance is indispensable in achieving the goals of an enterprise. Employee performance results from employees' work within a certain period compared to the possibilities that the company will perform, such as targets, standards or goals that have been agreed upon. The achievement of the company's performance is greatly influenced by the performance of the company's employees. The effectiveness of good employee performance impacts the company's success, so the company must be able to manage existing human resources properly to achieve the expected goals. Job satisfaction is an intervening variable because it adds variety to the research variables so that they are more complex and can help answer the

relationship between the independent and dependent variables. With job satisfaction variables, the company can also see how much the harvest staff is satisfied with their work. The results of this study are in line with research conducted by Nugroho, Zulfadil, Garnasih (2019), Compensation has a positive and significant effect on employee job satisfaction.

The existence of job satisfaction intervening variables is due to adding variations in research variables to make it more complex and able to answer the relationship between the independent and dependent variables. With the existence of job satisfaction variables, the company can also see how much variable factors indirectly affect the work performance of harvest personnel. Of course, job satisfaction affects an employee's performance, in accordance with the results of this study in line with research conducted by Fadhil (2018), which states that job satisfaction has a positive and significant effect on employee performance. Positive and significant impact on employee performance.

Employees' Common problems are related to Motivation, work environment, compensation and job satisfaction on employee performance. Employees who excel feel less rewarded by the company. The appreciation of the work handled by employees is still not optimal because it does not match the work instructed with the award given. Harvest workers with a high performance feel a lack of appreciation compared to other companies that provide appreciation to outstanding employees. At the same time, the work environment is closely related to whether or not they live and work in a company.

This research was conducted at an oil palm company in Central Kalimantan election of PT. XYZ is a research site. In addition to being the centre of several other branches of the company, the year of planting oil palm is one of the reasons for choosing a site. The average harvest worker in the company is experienced and has a long work period of > 5 years. The respondents used only included harvest power. The selection of harvest labour respondents is because the majority of human resources working in palm oil companies are related to harvesting workers, in addition to problems that are often found related to the scope of harvest labour, such as insufficient work discipline, laziness at work, low productivity, disputes between workers, and high turnover rates. This study was conducted to

determine the relationship between each dependent and independent variable, both work motivation variables, work compensation, work environment to work performance directly or through job satisfaction. So that the company is able to get better input or improvements.

METHODS

The location of this study was carried out in Central Kalimantan Province. The research implementation plan will be carried out in November–December 2022. Sampling in this study used the proportional random sampling method. The sample used is the total number of employees working at PT. XYZ Central Kalimantan, which amounts to 105 harvest workers. The 105 respondents were divided proportionally into two different estates. Analysis used in SEM (Structural Equation Modeling) research. In this study, the sample size using the provisions of Solimun (2002) was equal to 5–10 times the number of indicators of all latent variables. The types and sources of data used are quantitative data types. In contrast, data sources include primary data obtained from interviews/questionnaires and secondary data related to data on regional conditions (land area, number of employees).

On the questionnaire, a Likert scale of 1–5 was used. This Likert scale is used as a tool to measure the items of questions on the questionnaire with tiered

choices. This scale also measures a person's approval and disapproval of an object. The levels used in this research questionnaire were 1= totally disagree, 2= disagree, 3= neutral between agreeing and disagreeing, 4= agreeing, and 5= strongly agreeing.

This study uses SEM (Structural Equation Model) analysis techniques using the SmartPLS 3.0 (Partial Least Square) application, a software used to analyze data using statistical analysis and descriptive analysis techniques to interpret the data obtained to make it easier to understand. The hypothesis proposed is H1: Motivation, compensation, and work environment positively affect the company's job satisfaction. H2: Motivation, salary, and work environment positively impact the company's performance. H3: Motivation, compensation, and work environment positively affect work performance through company job satisfaction. H4: job satisfaction positively affects the company's work performance (Figure 1).

In Figure 1, it can be seen that the relationship of each variable is explained through the arrow lines showing the variables of work motivation, compensation, and work environment, which affect work performance directly and indirectly through job satisfaction. This study was conducted to review and analyze five meaningful variable relationships of job relevance related to job performance, harvesters' welfare, and increased productivity outcomes of the company.

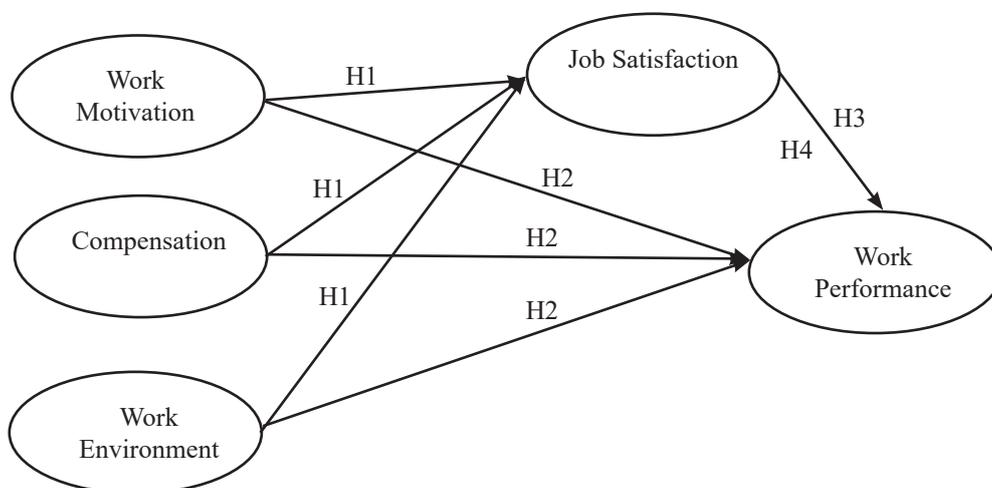


Figure 1. Structural model

This study uses indicator variables that can be seen from Table 1 of the research variables, including work motivation closely related to the attitude and enthusiasm of harvest workers, compensation variables closely associated with the salary received by each harvest worker, the work environment related to the facilities and atmosphere of work they support or do not support, then job satisfaction is related to feelings of satisfaction or dissatisfaction with the management or job desk they do, and work performance is related to the results or work output of harvest workers which is ultimately measured in company productivity.

RESULTS

Characteristics of Harvest Power

Shown in Table 2 and Table 3 indicate that the majority or even all of the oil palm harvest power in PT. XYZ is male. Generally, in the palm oil fresh fruit bunch (FFB) harvesting process, the human resources

used are dominated by men. Women are usually employed for lighter workloads. The characteristics of the distribution of harvest workers in the age and education classification, it is seen that the age of <25 years is the highest level of education, namely high school graduates, while the age of 25–34 years, 35–44 years, and >55 years of education is the most education, namely elementary school. Judging from the results above, it is concluded that the majority of harvest workers in PT. XYZ level of education, i.e., elementary school graduates. The characteristics of the distribution of harvest power in the classification of age and length of work show that the majority of PT. XYZ long worked for 1–5 years in different age groups. From the results of the majority of respondents of harvest workers, they already have a good experience, as seen from their long work in PT. XYZ. The characteristics of the distribution of harvest power in the age and status classification show that the majority of PT. XYZ has a family. Indicates that the category of harvest workers who work and have a family / marry is more dominant in PT. XYZ.

Table 1. Research variables

Variable	Indicator	Reference	Code
Work Motivation	Employee behavior	George&Jones (2005)	MK1
	Employee efforts		MK2
	Employee Persistence		MK3
Compensation	Salary	Mangkunegara (2015)	KK1
	Guarantee		KK2
	Overtime pay		KK3
Work Environment	Facilities	Nitisemito (2016)	LK1
	Working atmosphere		LK2
	Relationships between colleagues		LK3
Job Satisfaction	Content of Work	Rivai (2009)	Kep1
	Supervision		Kep2
	Management		Kep3
	Opportunity to advance		Kep4
	Salary		Kep5
	Co-workers		Kep6
	Conditions of Employment		Kep7
Work Performance	Quality of work	Idham & Subowo (2005)	Kin1
	Quantity of work		Kin2
	Knowledge		Kin3
	Reliability		Kin4
	Collaborate		Kin5

Table 2. Age & education characteristics of harvest workers

Education	Age					Sum
	<25 Years	25–34 Years	35–44 Years	45–54 Years	>55 Years	
No School	1	5	4	3	-	13
Elementary School	1	10	18	15	1	45
Junior High School	2	7	12	6	1	28
Senior High School	3	8	7	1	-	19
Sum	7	30	41	25	2	105

Table 3. Distribution by age and length of employment

length of employment	Age					Sum
	<25 Years	25–34 Years	35–44 Years	45–54 Years	>55 Years	
<1 Year	-	1	-	-	-	13
1–5 Years	6	21	23	9	-	45
6–10 Years	1	7	12	10	-	28
>10 Years	-	1	6	6	2	19
Sum	7	30	41	25	2	105

SEMP-PLS Analysis

The analysis carried out in this study consisted of outer model testing, inner model, multicollinearity test, and hypothesis testing. The analysis test is carried out as follows:

1. Outer Model Analysis

Outer model testing is conducted by conducting a convergent validity test factor loading value and Average Variance Extracted (AVE) value. The discriminant validity test looks at the cross-loading value AVE square root value and reliability test (composite reliability and Cronbach alpha values). In this research model, the importance of both tests meets the standards of validity criteria and their reliability if they are above 0.70 (Ghozali & Latan, 2015).

The results of the validity test in Figure 2 show the value of the loading factor >0.70, which means that it has met the validity test requirements based on the value of the loading factor. From the results of the analysis of the motivation indicator, the highest loading factor value is MK1, with a loading factor of 0.860 with employee behavior indicators. The highest factor loading value compensation indicator is KK1, with a loading factor value of 0.921 with a salary indicator. The work environment indicator with the highest loading factor value is LK2, with a loading factor value

of 0.886 with a working atmosphere indicator. The highest loading factor value job satisfaction indicator is Kep4, with a loading factor value of 0.787 with an opportunity to advance indicator. The highest loading factor value work performance indicator is Kin2, with a loading factor value of 0.889 with a working quantity indicator.

Based on the results of the analysis of Table 4 Fornell Larcker values, showing the AVE root value on each construct shows values of 0.835, 0.881, 0.839, 0.754, 0.829, each construct value has a more excellent value than the correlation value to one construct to another, so the validity value of the discriminant is said to be good. Judging from the Fornell Larcker value, the discriminant validity test can be seen from the cross-loading value. Namely, the acquisition of the loading score on the same indicator block must be greater than the correlation between other latent variables.

The results of the analysis of Table 5 validity tests are seen from the value of AVE. States that all values of each latent variable have met the criteria of > 0.50 so that it is stated that the latent variables used have been valid and achieved variable reliability, and the composite reliability value and the Cronbach alpha value are considered reliable if the value is greater than 0.70, and the Cronbach alpha value is usually smaller than the composite reliability value.

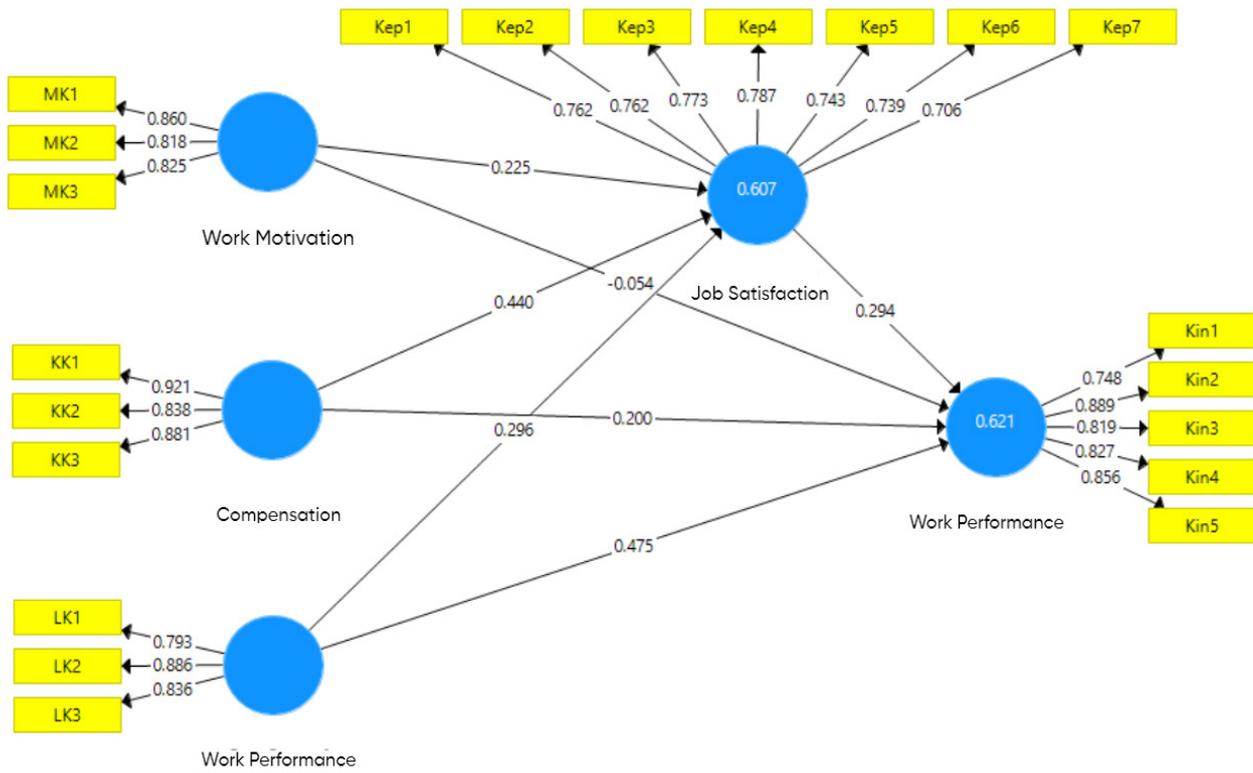


Figure 2. Loading factor on the model

Table 4. Correlation variables (Fornell Lacker Test)

	Motivation	Compensation	Work Environment	Job Satisfaction	Work Performance
Work Motivation	0.835				
Compensation	0.469	0.881			
Work Environment	0.564	0.411	0.839		
Job Satisfaction	0.598	0.667	0.603	0.754	
Work Performance	0.483	0.565	0.704	0.681	0.829

Table 5. Cronbach Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variable	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.783	0.873	0.697
Compensation	0.855	0.912	0.776
Working environment	0.790	0.877	0.704
Job satisfaction	0.874	0.902	0.568
Work performance	0.885	0.916	0.687

2. Inner Model Analysis

The coefficient of determination test is one of the tests to see the correlation between latent variables by looking at the value of R-Square. Based on the analysis, it is known that the R-square value of the job satisfaction variable of 0.607 means that the variance

of job satisfaction of 60.7% can be explained by the variance of the motive is variance, compensation, and the working environment. The R-square value of the work performance variable of 0.621 means that the variance of the variables of Motivation, compensation, work environment, and satisfaction can explain the variance in work performance of 62.1%.

Hypothesis Test

Hypothesis testing can be seen from the t-statistical value and probability value. Hypothesis testing uses statistical values; for alpha 5%, the t-statistical value used is 1.96. The criteria for acceptance or rejection of a hypothesis is that H_a is accepted, and H_0 is rejected when the t-statistic is greater than 1.96. To decline or accept the hypothesis using probability, H_a is accepted if the p-value is less than 0.05.

Analysis of Motivation, compensation, and Job satisfaction

Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 3.063, the value is greater than the t-table value of 1.660, and the P-value value is smaller than 0.05, which means that Motivation has a positive and significant effect on job satisfaction, it means that the higher the Motivation, the higher the employee's job satisfaction. In this study, Motivation was seen from employee behavior, effort, and persistence. The study's results are in the journal Wijiasih et al. (2021) and Diah and Saputri (2020), concluding that work motivation affects job satisfaction. Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 5.518, the value is greater than the t-table value of 1.660, and the P value is smaller than 0.05, which means that the compensation has a positive and significant effect on job satisfaction, it means that the higher the compensation, the higher the employee's job satisfaction. This study's results align with research conducted by Nugroho, Zulfadil, and Garnasih (2019). Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 3.627, the value is greater than the t-table value of 1.660, and the P value is smaller than 0.05, which means that the work environment has a positive and significant effect on job satisfaction, this means that the higher the work environment, the higher the employee's job satisfaction. The results of this study align with research conducted by Abian (2016) and Vivy (2018) that the work environment significantly influences employee job satisfaction.

Analysis of Motivation, compensation, and work environment towards work Performance

Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 0.623, the value is smaller than the t-table value of 1.660, and the P value is more significant than 0.05, which means that the Motivation does not have a positive and significant effect on work performance, it means that the increase or decrease in work performance is not influenced by Motivation. In this study, Motivation was seen from employee behavior, effort, and persistence. This study's results align with research conducted by Dhermawan et al. (2012), which states that Motivation has no significant effect on performance. But different from Hidayat (2021) that work motivation affects work performance. Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 2.721, the value is greater than the t-table value of 1.660, and the P value is smaller than 0.05, which means that compensation has a positive and significant effect on work performance, it means that the higher the compensation, the higher the employee's work performance. This study's results align with research conducted by Pratama (2015). Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 5.123, the value is greater than the t-table value of 1.660, and the P value is smaller than 0.05, which means that the work environment has a positive and significant effect on work performance, it means that the higher the work environment, the higher the employee's work performance. This study's results align with research conducted by Ginting et al. (2017) and Agus, Novia, Yudi (2021) that the work environment has a positive and significant effect on employee performance.

Job satisfaction analysis of job performance

Based on Table 6, namely the results of the path coefficient test, it can be seen that the t-statistical value is 2.721, the value is greater than the t-table value of 1.660, and the P value is smaller than 0.05, which means that job satisfaction has a positive and significant effect on work performance, it means that the higher job satisfaction, the higher the employee's work performance. This study's results align with research conducted by Fadhil (2018), Rizki and Syahril (2021) and Nadapdap, Lindawati, Yuniarto (2022), which states that job satisfaction has a positive and significant effect on employee performance.

Table 6. Hypothesis Bootstrapping Test

Hypothesis	Path Coefficient	T-Statistics	Test Results
Motivation → Job satisfaction	0.225	3.063	Significant
Compensation → Job satisfaction	0.440	5.518	Significant
Work Environment → Job Satisfaction	0.296	3.627	Significant
Motivation → Work Performance	-0.054	0.623	Not significant
Compensation → Work Performance	0.200	1.990	Significant
Work Environment → Work Performance	0.475	5.123	Significant
Job Satisfaction → Job Performance	0.294	2.721	Significant
Motivation → Job Satisfaction → Work Performance	0.066	2.100	Significant
Compensation → Job Satisfaction → Work Performance	0.129	2.538	Significant
Work Environment → Job Satisfaction → Work Performance	0.087	1.966	Significant

Analysis of Motivation, compensation, and work environment toward Job performance through job satisfaction

The results of the study influenced indirect variables in the study; namely, there was a significant influence of Motivation on job performance through job satisfaction with a path coefficient (0.066) and P-Value ($0.036 < 0.05$), meaning that the higher the Motivation, the higher the job satisfaction and the higher the employee's work performance. This value can be interpreted that Motivation was having a positive effect on job performance through job satisfaction. Based on the study's results, H_a failed to be rejected, which is suspected that Motivation has a positive impact on job performance through job satisfaction.

This study also has a significant effect on compensation on job performance through job satisfaction with path coefficient (0.129) and P-Value ($0.011 < 0.05$), meaning that the higher the compensation, the higher the job satisfaction and the higher the employee's work performance. This value can be interpreted that Motivation was having a positive effect on job performance through job satisfaction. Based on the results of the study, H_a failed to be rejected, which is suspected of having a positive impact on job performance through job satisfaction. This study also has a significant influence on work environment on work performance through job satisfaction with path coefficient (0.087) and P-Value ($0.050 < 0.05$), meaning that the higher the work environment, the higher the

job satisfaction and the higher the employee's work performance. This value can be interpreted that the work environment was having a positive effect on work performance through job satisfaction. Based on the results of the study, H_a failed to be rejected, which is suspected that the environment has a positive effect on job performance through job satisfaction.

Managerial Implications

The implications of this research are as follows. This research can be used as a consideration for palm oil companies to improve the performance of harvest workers, both in terms of Motivation, compensation, and their work environment, which will ultimately result in job satisfaction and enhance the work performance of harvest workers. To improve work performance, of course, these factors must be considered and fulfilled to produce high performance and productivity according to the target set by the company. This research study is significant. In addition to knowing how the company hires or manages each of its harvest workers appropriately, besides that with this study, people who are unfamiliar with the palm oil industry can find out how the conditions and environment on oil palm plantations, both in terms of salary, life, and workload. As for the government, job openings in the plantation sector help in reducing unemployment in Indonesia. Besides that, oil palm is also the highest foreign exchange contributor in the oil palm plantation sector in Indonesia.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of research and discussion on the determinants of the performance of PT. XYZ Central Kalimantan can be concluded that Motivation, compensation, and work environment positively affect PT's job satisfaction and work performance. XYZ, but Motivation has no impact on the work performance of PT. XYZ. The higher the level of compensation, the work environment will increase job satisfaction and work performance, but the higher the level of Motivation, the lower the work performance. Furthermore, Motivation, compensation, and work environment positively affect work performance through job satisfaction, and job satisfaction has a positive effect on the work performance of PT. XYZ, the higher the level of job satisfaction, the higher the work performance of the harvest workforce.

Recommendations

Suggestions related to Motivation, compensation, and work environment, continue to be improved so that the level of job satisfaction is high and will have an effect on work performance which also increases. Judging from the analysis that Motivation needs to be considered and improved, the company continues to voice the importance of quoting loose fruits in the disc, such as making boards at each gathering point for harvest workers or routine checks by the harvest foreman at each harvest transfer. Then compensation is given sanctions to harvest workers who deviate, and the work environment attention to transportation facilities and infrastructure, especially roads, needs more attention.

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