
Influence of Motivation and Compensation on Employee Performance through Job Satisfaction at PT Biofarma (Persero)

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ABSTRACT

Employee performance is an important thing that needs to be considered because it has an important role in the success of a company. Employee performance is not only influenced by individual abilities, but also by motivational factors, compensation and job satisfaction. This research aims to analyze the direct influence of motivation, compensation and job satisfaction on employee performance at PT Biofarma (Persero), the influence of motivation on employee performance at PT Biofarma (Persero) through job satisfaction, and the influence of compensation on employee performance at PT Biofarma (Persero) through job satisfaction. The type of research used is quantitative research, with a sample size of 202 respondents. Data collection uses a questionnaire distributed via Google Form. The data processing method uses path analysis with SPSS 22.0 and Sobel Test. The research results show; motivation has a significant effect on employee performance, compensation has no significant effect on employee performance, motivation has a significant effect on employee performance through job satisfaction, compensation has a significant effect on employee performance through job satisfaction, and job satisfaction has a significant effect on employee performance at PT Biofarma (Persero).

Keywords: Motivation, Compensation, Job satisfaction, Employee performance.

INTRODUCTION

In the era of globalization and increasingly tight business competition, employee performance factors have an important role in the success of a company. Employee performance is not only influenced by individual abilities, but also by other factors including motivation, compensation and job satisfaction. Motivation is an internal drive that encourages individuals to achieve goals and achieve better results. Compensation includes salaries, allowances, bonuses and other benefits received by employees as compensation for their contributions to the company. Job satisfaction includes positive feelings that employees feel about their work, including the work environment, relationships with coworkers, and recognition of their contributions. However, in implementing the relationship between motivation, job satisfaction, compensation and employee performance there are several challenges. First, differences in individual preferences and values in terms of

compensation and recognition can influence the extent to which employees feel satisfied and motivated. Second, in measuring employee performance, it is necessary to use objective and relevant indicators that are in line with company goals.

David McClelland in Mangkunegara (2016) defines motivation as a mental or internal state that is able to encourage a person to achieve maximum performance. The internal or mental state itself can be measured by work enthusiasm or the desire to carry out an activity that arouses employee enthusiasm to help achieve the goals of the company where they work, Syafri and Alwi in Wahyu (2022). Apart from all that, employee job satisfaction is an important issue that must be considered, where it affects the condition and welfare of employees. When employees are satisfied, this is reflected in how the employee feels about the workplace, which is often reflected in the employee's positive attitude towards the job or

something they encounter in their assigned workplace.

Hasibuan in Ningmabin & Adi (2022) Compensation is all income in the form of money, direct or indirect goods received by employees for the services they provide to the company (Hasibuan, 2014). For companies, compensation arrangements are an important factor in attracting and retaining employees for the benefit of the organization concerned (Martoyo in Munawir et al, 2014). Employees use this support to meet their needs. If the compensation an employee receives is higher, it means their status is higher, their position is better and their needs are satisfied. (Sembiring et al., 2021) found that compensation has a positive and significant effect on job satisfaction. This means that the more compensation matches their living needs, the more employee satisfaction will increase.

Motivation is a person's desire which makes someone act (Wulandari, et al, 2018). This means that motivation is an employee's enthusiasm for their work and their readiness to work hard, mobilizing all their skills and abilities to achieve company goals. Motivation plays a very big role in supporting the fulfillment of achievement needs, in other words motivation has a positive relationship with employee performance (Utomo, 2010).

The role of management is very strategic and important in organizations as a success factor in realizing the mission, vision and goals of the organization. No matter how sophisticated the equipment a company has, it will not reach the expected level of productivity if the equipment is not used effectively and efficiently with the support of human resources. To understand the importance of human resources in the continuity and progress of a company, companies must

pay special attention and see human resources as more than just company assets that need to improve efficiency, quality and productivity. Companies must be able to create conditions that encourage optimal development and improvement of employee skills.

Job satisfaction is an emotional attitude that makes someone happy and love their job. This attitude is expressed in work ethic, discipline and work results. Often, companies have problems with human resources (Melayu, 2012). Based on this definition, a person may be satisfied with one or more jobs, but dissatisfied with others. Job satisfaction has several effects such as performance, absenteeism, employee turnover, theft, motivation, work participation, organizational membership behavior, organizational commitment, feelings of stress and work performance (Sinambela, 2016). At the same time, dissatisfaction with work leads to aggressive behavior or vice versa indicates withdrawal from communication with the social environment.

PT Biofarma (Persero) is a state-owned company that operates in the field of life science products with a dedication to improving the quality of life of the nation and state. PT. Biofarma (Persero) sees employee performance as very important in achieving company goals amidst the process of merging the pharmaceutical industry, where PT. Biofarma (Persero) was appointed as the holding company for 4 pharmaceutical entities. PT Biofarma always makes continuous improvements in employee management to create a conducive, productive and professional environment. The phenomenon that occurred at PT Biofarma (Persero) was obtained from report data related to employee discipline in 2023 stating that delays reached 32.57%.

Category	Employees	Total	%
Late	411	1262	32,57
Without explanation	285	1262	22,58

Figure 1. Attendance July – January 2023

According to Robert L. Mathis-John H. Jackson (2006:376), attendance is an indicator of performance. The absence of an employee from the company when starting work, during breaks and at the end of work with or without information can affect the employee's performance. So, the report shows that performance is still not optimal.

The next phenomenon is reports of complaints related to job inequality, demotivation tendencies, unfair careers, feelings of distrust in the team, or behavior of leaving the workplace.

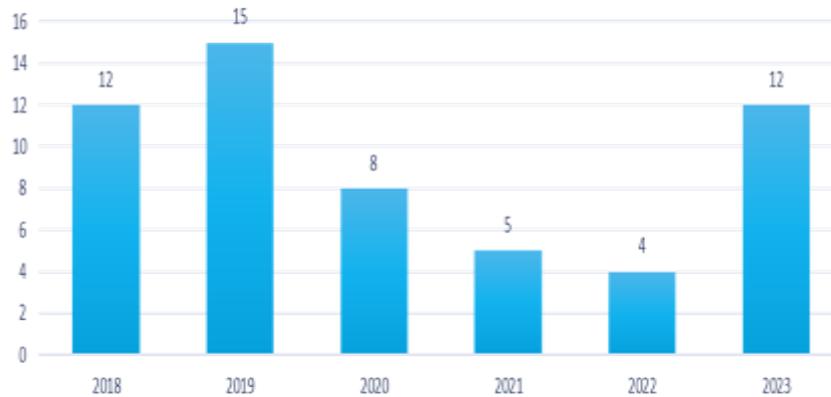


Figure 2. Graph of the Number of Complaints Reported by PT Bio Farma (Persero) Employees

According to research by Jones and Smith (2015), complaints that are not resolved properly can disrupt employee concentration and focus on work tasks, resulting in decreased productivity. In addition, Sweeney et al. (2018) found that complaints ignored by management can lead to ongoing feelings of dissatisfaction, which can ultimately have a negative impact on employee performance.

It is possible that the above phenomenon is influenced by situational factors in the implementation of holdingization where business demands change and new policies are rolled out which to some extent affect employee conditions. The purpose of this research is to determine the influence of employee motivation and compensation through job satisfaction at PT Biofarma (Persero). This theme is very relevant in the current industrial context. In a business world that continues to change and develop, companies need to understand how to improve employee performance to remain competitive. Understanding the influence of motivation and compensation on employee performance through job satisfaction can help companies design more effective human resource management strategies. By increasing employee motivation and satisfaction, companies can optimize productivity, reduce turnover, and build a positive work culture, all of

which impact a company's long-term success in a competitive marketplace.

METHOD

This research is exploratory research because the aim of this research is to determine the position of variables and their influence between variables. A quantitative approach is used here because the data used to analyze the relationship between variables is expressed in numbers or a numerical scale. According to (Sugiyono, 2016:14), quantitative research is research where the data is obtained in the form of numbers or qualitative data, which is then numbered. The population in this study were all employees at PT Biofarma (Persero) with a sample size of 202 respondents. Data collection uses a questionnaire distributed via Google Form, while the measurement uses a Linkert scale. The data processing method uses Path Analysis with SPSS 22.0 and Sobel Test. According to (Sukidi & Wajdi, 2017) Path Analysis is used to analyze cause and effect relationships in multiple regression if the independent variable influences the dependent variable either directly or indirectly.

RESULT and DICUSSION

In this research, to determine the influence of the independent variable on the dependent

variable through the mediating variable, Path Analysis was carried out both partially and simultaneously.

Path Analysis Model 1: The Effect of Motivation and Compensation on Job Satisfaction

In the analysis, the test of the influence of motivation and job satisfaction on compensation

can be carried out jointly or partially by looking for the path coefficient. From the results of calculations and data processing using the SPSS 22.0 application, the path coefficients for each variable, namely, motivation and compensation with job satisfaction, are obtained which are shown in the table as follows:

Table 1. Results of Motivation and Compensation Path Coefficients on Job Satisfaction

Model	Standardized Coefficients	t	Sig.	R Square	1- R Square
	Beta				
1 (Constant)		3.947	.000		
Motivation	.511	10.411	.000	.678	.322
Compensation	.416	8.4883	.000		

a. Dependent Variable: Job Satisfaction

Based on Table 1. Path analysis of model 1, it is known that the motivation variable found a beta value of 0.511 and a significance value of 0.000. This means that motivation significantly influences job satisfaction. Then, the compensation variable found a beta value of 0.416 and a significance value of 0.000. This means that compensation significantly influences job satisfaction. The total influence value (R-Square) or the contribution of

motivation and compensation variables to job satisfaction is 0.678 or 67.8%, while the remaining 32.2% is the influence of other factors outside the two independent variables. Next, to find out the value of e1, a calculation is carried out using a formula $e1 = \sqrt{1 - 0.678} = 0.567$. These results can be made into a model in diagram form, as follows:



Figure 3. Model Line Diagram 1: Influence of Motivation, Compensation, and on Job Satisfaction

Path Analysis Model 2: The Influence of Motivation, Compensation and Job

Satisfaction on Employee Performance at PT Bio Farma

In the analysis, the test of the influence of motivation, compensation and job satisfaction

on performance can be carried out jointly or partially. By looking for the path coefficient to find the

influence of the independent variables (X1, X2, Y) on the dependent variable (Z). From the

results of calculations and data processing using the SPSS 22.0 application, the path coefficient values for each independent variable, namely, motivation, compensation and job satisfaction with performance, are obtained which are shown in the table as follows:

Table 2. Results of Motivation, Compensation and Job Satisfaction Path Coefficients on Employee Performance at PT Biofarma (Persero)

Model	Coefficients ^a				
	Standardized Coefficients Beta	t	Sig.	R Square	1-R Square
1 (Constant)		9.011	.000		
Motivation	.212	2.437	.016	.347	.653
Compensation	-.053	-.654	.514		
Job Satisfaction	.451	4.454	.000		

a. Dependent Variable: Performance

Based on Table 2. Model 2 Path Analysis, it is known that the motivation variable found a beta value of 0.212 and a significance value of 0.016. This means that motivation significantly influences performance. In the compensation variable, the beta value was found to be -0.053 and the significance value was 0.514. This means compensation does not significantly affect performance. In the job satisfaction variable, a beta value of 0.451 was found and the significance value was 0.000. This means that job satisfaction significantly influences

performance. The total influence value (R-Square) or the contribution of motivation variables and job satisfaction on employee performance is 0.347 or 34.7%, while the remaining 65.3% is the influence of other factors outside the two independent variables. Next, to find out the value of e2, a calculation is carried out using a formula $e2 = \sqrt{1 - 0.347} = 0.808$. These results can be made into a model in diagram form, as follows:

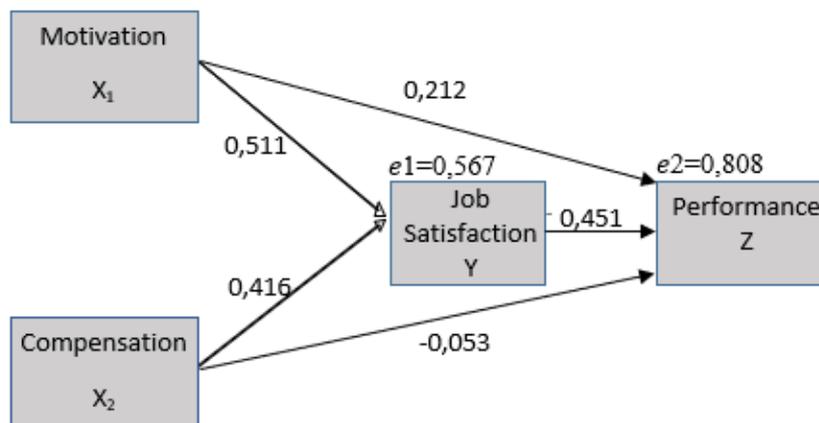


Figure 4. Model 2 Path Diagram: The Influence of Motivation, Compensation, and Job Satisfaction on Employee Performance

Based on this image, the following results are obtained:

1. Direct Influence

Direct influence is the result of the influence of the independent variable on the dependent variable without going through media or intervening variables. The direct influence analysis in this research was carried out as follows:

- a) The influence of motivation variables on compensation variables $X1 \rightarrow Y = 0.511$
- b) The influence of the job satisfaction variable on the compensation variable $X2 \rightarrow Y = 0.416$
- c) The influence of motivation variables on performance variables $X1 \rightarrow Z = 0.212$
- d) Influence of compensation variables on performance $X2 \rightarrow Z = -0.053$
- e) The influence of the job satisfaction variable on the performance variable $Y \rightarrow Z = 0.451$

2. Indirect Influence

Indirect influence is the result of the influence of an independent variable on a dependent variable through a mediating or intervening variable (using another variable as a moderator). The indirect influence analysis in this research was carried out as follows:

- a) Influence of motivation variables on performance with job satisfaction as an intervening variable: $X1 \rightarrow Y \rightarrow Z = 0.511 \times 0.451 = 0.230$
- b) Effect of compensation variables on performance with job satisfaction as an intervening variable: $X2 \rightarrow Y \rightarrow Z = 0.416 \times 0.451 = 0.187$

Hypothesis test:

- 1. The Influence of Motivation on Employee Performance at PT Biofarma (Persero) The first hypothesis test is the influence of employee motivation on employee performance, so partial testing is carried out as follows:

Table 3. Test Results the Influence of Motivation on Employee Performance at PT Biofarma (Persero)

Path Coefficient	t _{count}	t _{table}	p-value	H ₀	H ₁
0.212	2,437	1,653	0.016	Rejected	Accepted

It can be seen based on the test results in the table above that the t-value of the motivation variable is 2.437 and the p-value is 0.016. where the tcount value is 2.437 > ttable 1.653 and the p-value (0.016) < 0.05 then H1 is accepted so H0 is rejected. Thus, work motivation has a significant effect on employee performance at PT Biofarma (Persero). The path coefficient value of 0.212 has a positive sign. The results of this research provide empirical evidence that

the better the motivation, the higher the employee performance at PT Biofarma (Persero).

- 2. The Influence of Compensation on Employee Performance at PT Biofarma (Persero)

The second hypothesis test is the influence of employee motivation on employee performance, so partial testing is carried out as follows:

Table 4. Test Results the Effect of Compensation on Employee Performance at PT Biofarma (Persero)

Path Coefficient	t _{count}	t _{table}	p-value	H ₀	H ₂
-0.053	-0.654	1,653	0.514	Accepted	Rejected

It can be seen based on the test results in the table above that the t-value of the compensation

variable is -0.654 and the p-value is 0.514. Where the t-value is -0.654 < ttable 1.653 and

the p-value is $0.514 < 0.05$, then H_2 is rejected and H_0 is accepted. Thus, compensation does not have a significant effect on employee performance at PT Biofarma (Persero) while the path coefficient value is -0.053 .

3. The Influence of Motivation on Employee Performance at PT Biofarma (Persero) through Job Satisfaction

Table 5. Sobel Test Results H3

Coefficient value		Zcount	Ztable	P-Value	Conclusion	
a	0.817	4.16	1.65	0,000	H ₀ Rejected	H ₃ Accepted
b	0.274					
SEa1	0.078					
SEb1	0.061					

Based on the table above, it can be seen that the calculation results for the Sobel Test value are 4.16 where the z value is > 1.65 , it can be concluded that H_0 is rejected and H_3 is accepted. Thus, motivation has a significant effect on employee performance through employee job satisfaction at PT Biofarma (Persero).

To test mediation or intervention variables, you can use the Sobel Test (Abu-Bader & Jones, 2021), this test tests the strength of the indirect influence of variables X_1 and to the dependent variable).

4. The Effect of Compensation on Employee Performance at PT Biofarma (Persero) through Job Satisfaction.

As previously stated, to test the influence of mediating variables, the Sobel test is carried out as follows, indirectly variables X_1 and the following is the Sobel Test formula:

Table 6. Results of Sobel Test H4

Coefficient value		Zcount	Ztable	P-Value	Conclusion	
a	0.430	3.96	1.65	0,000	H ₀ Rejected	H ₄ Accepted
b	0.274					
SEa1	0.051					
SEb1	0.061					

Based on the table above, it can be seen that the calculation results for the Sobel Test value are 3.96 where the z value is > 1.65 , it can be concluded that H_0 is rejected and H_4 is accepted. Thus compensation has a significant

effect on employee performance through employee job satisfaction at PT Biofarma (Persero).

5. The Effect of Job Satisfaction on Employee Performance at PT Biofarma (Persero)

Table 7. Test Results the Effect of Job Satisfaction on Employee Performance at PT Biofarma (Persero)

Path Coefficient	t _{count}	t _{table}	p-value	H ₀	H ₅
0.451	4,454	1,653	0,000	Rejected	Accepted

It can be seen based on the test results of the table above that the t-value of the job satisfaction variable is 4.454 and the p-value is 0.000. Where the t value is $4.454 > t$ table 1.653 and the p-value ($0.000 < 0.05$), then H_0 is rejected so H_5 is accepted. Thus, job

satisfaction has a significant effect on employee performance at PT Biofarma (Persero).

Based on the test results on the first hypothesis; Employee motivation has a significant effect on employee performance at PT Biofarma (Persero). Motivated employees will be able to achieve optimal performance because good

performance is a step towards achieving organizational goals. The higher the motivation created in employees, the more effective the employee's performance will be, or conversely, if the motivation created in employees decreases, the employee's performance will decrease. The results of this research show similarities with the results of research conducted (Sukidi & Wajdi, 2017) which proves that motivation influences employee performance. However, the results of this research are different from research conducted by (Syahidin et al., 2022) proves that motivation has no significant effect on employee performance. According to (Sariadi & Heryanda, 2020), Work motivation can improve the performance results of certain individuals, groups or organizations. Therefore, organizational managers should provide and provide high motivation to their employees in order to increase employee motivation and increase the effectiveness of employee performance. Meanwhile, according to (Goni et al., 2021), if employee motivation is low, employee enthusiasm for achieving targeted targets will be hampered.

Based on the test results on the second hypothesis; compensation does not have a significant effect on employee performance at PT Biofarma (Persero). In line with research conducted by (Priscilla & Riady, 2023), when employees are given compensation in the form of incentives, bonuses, or salaries that are not commensurate with the job or high work risks, then the compensation has no effect on the employee's performance. Temporary (Mundakir & Zainuri, 2018) stated that employee performance was not affected because employees felt that compensation was a right that they should receive.

Based on the test results on the third hypothesis, it was obtained; Motivation has a significant effect on employee performance through job satisfaction at PT Biofarma (Persero). Work motivation and job satisfaction have a close relationship with performance, with high work motivation it will increase employee performance (Lisnawati et al., 2022). Work

motivation will increase satisfaction and have an impact on increasing employee performance. Employees will try to fulfill internal encouragement in the form of achievement, recognition and responsibility and try to achieve external encouragement in the form of promotion and growth. The desire to achieve internal and external encouragement makes employee performance increase (Mundakir & Zainuri, 2018). With good motivation and job satisfaction, employees will enjoy the work provided by the company so that they can improve performance (Sembiring et al., 2021). Based on the test results of the fourth hypothesis, it was obtained; compensation has a significant effect on employee performance through job satisfaction at PT Biofarma (Persero). Compensation, job satisfaction and employee performance are related. In line with the research conducted (Hidayah, 2016) that compensation has an indirect effect on employee performance through job satisfaction, or job satisfaction is a variable that mediates between compensation and employee performance. Compensation is a form of fulfilling employee needs which has an influence on employee job satisfaction (Wulandari, 2022). In this research, it was found that compensation has a significant effect on employee performance through job satisfaction at PT Biofarma (Persero). From the results of the analysis of respondents' answers, several employees responded with the statement that their work results did not affect their position in the company. Stability of company management, career path opportunities, job security, compensation, intrinsic factors and work can also influence employee job satisfaction which has an impact on employee performance (Fortuna, 2016).

Based on the test results on the fifth hypothesis, it was obtained; Job satisfaction has a significant effect on employee performance at PT Biofarma (Persero). In line with research conducted by (Wirawan, 2018) which states that if employee job satisfaction increases it will have a positive impact on employee performance. Job satisfaction is highly correlated with job

performance (Yuen et al., 2018). Job satisfaction is a positive emotional condition that comes from a person's assessment of their work or work experience. Satisfaction with one's job can be caused by suitability of one's abilities with one's responsibilities, work that suits one's skills, and work one likes (Yusril, 2017). Job satisfaction is an important factor to improve employee performance, if job satisfaction is met, performance will increase, employees will dedicate themselves to the company with full enthusiasm and optimal responsibility (Ningmabin & Adi, 2022).

CONCLUSION

Based on the research results, it can be concluded that: Motivation and job satisfaction have a significant direct effect on employee performance at PT Biofarma (Persero) with a coefficient value of 0.212 or 21%. Thus, the results of this research provide empirical evidence that the better the motivation, the higher the employee performance at PT Biofarma (Persero). Compensation does not have a significant effect on employee performance at PT Biofarma (Persero) with a coefficient value of -0.053 or -5.3%, thus the results of this research show that compensation does not improve employee performance at PT Biofarma (Persero). Motivation has a significant effect on performance at PT Biofarma (Persero) Through job satisfaction with a Sobel test score of 4.12, job satisfaction can be a good mediator for companies to motivate employees in improving employee performance. Compensation has a significant effect on performance at PT Biofarma (Persero) Through job satisfaction with a Sobel test score of 3.96, job satisfaction can be a good mediator for companies to motivate employees to improve employee performance. Job satisfaction has a significant effect on employee performance at PT Biofarma (Persero) with a coefficient value of 0.451 or 45%, thus the results of this research provide empirical evidence that the better job satisfaction, the better the employee performance at PT Biofarma (Persero). The results of the path analysis show a direct effect

(direct effect) and an indirect effect (indirect effect), job satisfaction has the greatest influence on employee performance compared to other paths. So, job satisfaction needs to receive great attention to improve. Based on the research results, it can be concluded that: Motivation and job satisfaction have a significant direct effect on employee performance at PT Biofarma (Persero) with a coefficient value of 0.212 or 21%. Thus, the results of this research provide empirical evidence that the better the motivation, the higher the employee performance at PT Biofarma (Persero). Compensation does not have a significant effect on employee performance at PT Biofarma (Persero) with a coefficient value of -0.053 or -5.3%, thus the results of this research show that compensation does not improve employee performance at PT Biofarma (Persero). Motivation has a significant effect on performance at PT Biofarma (Persero) Through job satisfaction with a Sobel test score of 4.12. Job satisfaction can be a good mediator for companies to motivate employees in improving employee performance. Compensation has a significant effect on performance at PT Biofarma (Persero) Through job satisfaction with a Sobel test score of 3.96. Job satisfaction can be a good mediator for companies to motivate employees to improve employee performance. Job satisfaction has a significant effect on employee performance at PT Biofarma (Persero) with a coefficient value of 0.451 or 45%. Thus the results of this research provide empirical evidence that the better job satisfaction, the better the employee performance at PT Biofarma (Persero). The results of the path analysis show a direct effect (direct effect) and an indirect effect (indirect effect). Job satisfaction has the greatest influence on employee performance compared to other paths. So, job satisfaction needs to receive great attention to improve.

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