Nomico Journal
E-ISSN : 3046-6318
https://nawalaeducation.com/index.php/NJ/index
Vol. 2. No.7 August 2025
DOI : 10.62872/7x6ptr18

The Mediation Role of Job Satisfaction in the Relationship Between Compensation and Work Environment on Employee Performance at the YBE Bright Clinic, Semarang

Christika Sandra Pramesti[1], Irawan Yuswono[2]

[1,2] Totalwin College of Economics, Semarang, Indonesia

Email:
[1] Sandra1803pramesti@gmail.com
[2] irawanyuswono@stietotalwin.ac.id

Entered : July 19, 2025
Accepted: July 22, 2025
Revised : August 05, 2025
Published : August 07, 2025

ABSTRACT

This study aims to analyze the influence of compensation and work environment on employee performance with job satisfaction as a mediating variable at the YBE Bright Clinic in Semarang City. This study is based on Herzberg's Two-Factor Theory, which emphasizes the importance of motivation and hygiene factors in influencing job satisfaction and performance. This study used a quantitative method with 200 respondents who were permanent employees and selected through a census. Data were collected through a survey using a questionnaire and analyzed using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS). The results showed that compensation and work environment significantly influenced job satisfaction. Work environment and job satisfaction also had a positive effect on employee performance, while compensation did not have a direct effect on performance. Job satisfaction was proven to mediate the effect of compensation on employee performance. The research model was declared feasible with an SRMR value of 0.056, which is below the cut-off limit of 0.08. These findings emphasize the importance of building a conducive work environment and a supportive compensation system to improve employee satisfaction and performance.
Keywords: *Compensation; Work Environment; Job Satisfaction; Employee Performance; Two-Factor Theory*

INTRODUCTION

The beauty industry is growing rapidly, with many beauty clinics present in various parts of the city, including the Ybe Bright clinic which is present as a response to the increasing awareness of the importance of health and aesthetics, to run a successful beauty clinic, good management is needed not only covering the medical aspect, but also the managerial and operational aspects, this involves the management of human resources, marketing, finance and medical facilities. The main focus in managing a beauty clinic is to provide high-quality services, meet customer needs, and ensure the sustainability and growth of the business(Ciputra, 2022)

Beauty clinics, as part of the service industry, rely heavily on the performance of their employees, particularly medical personnel and support staff, to provide the best possible service to customers. High-performing employees can enhance the clinic's reputation, customer satisfaction, and company profitability, thus contributing optimally to the company's achievements. Conversely, low-performing employees can negatively impact customer loyalty and the achievement of company targets.(Ramban, 2022)

One of the main factors that can influence employee performance is the compensation system implemented by the company. Fair and competitive compensation can motivate employees to work, thereby impacting performance improvements and loyalty to the company. The role of compensation or rewards for workers is also considered very important, according toEdalmen, (2022)argue that compensation is a form of remuneration given by the company which is useful for fulfilling the living needs of its employees, by providing appropriate compensation, employees will be able to work optimally so that with good employee performance they will be able to help increase maximum profits in accordance with what the company wants.(Parawangsa et al., 2022)

Apart from compensation, job satisfaction also has an important role in influencing employee performance levels.Victoria, (2024)argues that job satisfaction is an individual's emotional state that is a meeting between expectations about the value that employees will get from their work and the feedback on it. In addition, employees who are satisfied with their work will have motivation, commitment to the company and high work participation and will ultimately continue to improve their performance. Therefore, to increase employee job satisfaction and encourage more optimal, effective and efficient performance, it is important for companies to create and maintain a pleasant and conducive work environment.(Prasanti et al., 2021)

The work environment, whether seen from the facilities and infrastructure, directly or indirectly influences the performance and level of employee satisfaction in the workplace.Edalmen, (2024). According toNurhandayani, (2022)A conducive and comfortable workplace contributes to employee well-being and enables them to perform their best and most efficiently. Therefore, it can be said that the workplace directly and indirectly influences employee performance. A suitable, safe, and comfortable work environment can improve employee performance in carrying out their duties.

(Maghfira, I. and Efendi, 2022)states that employee performance is the level of employee work results in achieving given job requirements. This is something that companies need to take seriously, because employee performance, with its various aspects, will have a direct impact on the company's overall performance. Meanwhile, according toAuliana & Achmad, (2023), good performance can produce high productivity, if an employee carries out his duties in accordance with the responsibilities given to him, this can be seen from the quantity and quality of the results of the work done, as well as the timeliness of work completion, improving employee performance is a serious concern in all industrial fields, both in large and small companies.

Based on this background, this study aims to analyze the influence of compensation and work environment on employee performance with job satisfaction as a mediating variable at the YBE Bright Beauty Clinic in Semarang City. This study is designed to answer the main question: "How do compensation and work environment influence employee performance, and to what extent does job satisfaction mediate this relationship at the YBE Bright Clinic?" By understanding the role of compensation and work environment in shaping job satisfaction, as well as their impact on improving employee performance, this study is expected to provide strategic insights for more effective and sustainable human resource management in the beauty clinic industry.

METHODS

This study uses a quantitative approach with the aim of analyzing the influence of compensation and work environment on employee performance, with job satisfaction as a mediating variable at the YBE Bright Beauty Clinic in Semarang City. The theory used in this study is Herzberg's Two-Factor Theory, which distinguishes motivational factors and

hygiene factors in influencing job satisfaction and performance. Data were obtained from all 200 permanent employees of YBE Bright who were used as respondents through a census method. The research instrument was a questionnaire distributed from March to April 2025. The questionnaire used consisted of a two-pole assessment scale (bipolar scale) with a value range of 1 to 10, where a score of 1 indicates "strongly disagree" and a score of 10 indicates "strongly agree".(Kusmaryono, 2022)

Data collection was conducted through a self-administered survey, allowing respondents to assess their perceptions of compensation, work environment, job satisfaction, and performance. This research was also supported by direct observation in the clinic environment to understand the actual work atmosphere. The data analysis technique used Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) through SmartPLS software. This method was chosen because it is able to analyze complex relationships between latent variables while testing mediation effects. Model testing was carried out by assessing construct validity, instrument reliability, and goodness of fit through the SRMR value. It is hoped that the results of this study can provide a strategic contribution to human resource management in the beauty clinic sector, particularly in designing compensation policies and creating a work environment that can improve employee satisfaction and performance sustainably.

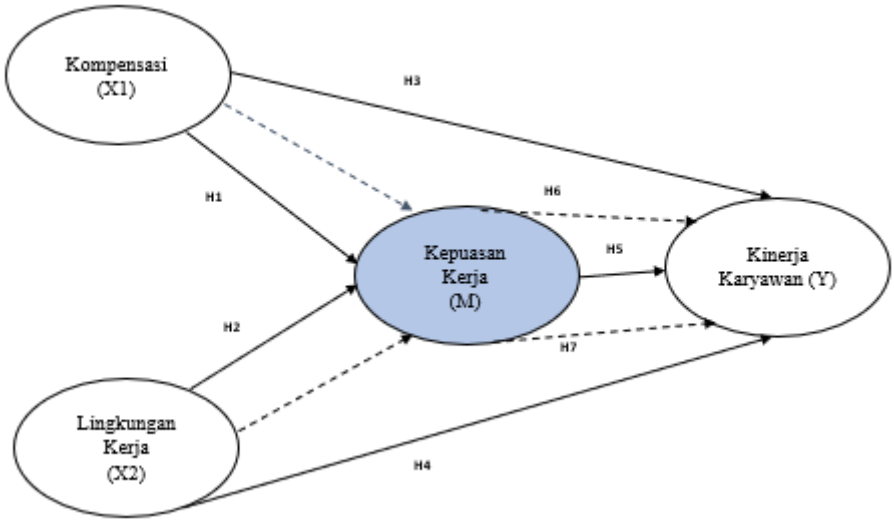

Figure 1 Conceptual Framework of the Research

Outer Model

Validity Measurement.

The instruments used in this study to measure the variables of Work Environment, Job Satisfaction, and Employee Performance were evaluated for validity. To test convergent validity, outer loading or loading factor values were used. Reflective or criterion measures in this test have a correlation >0.7. A loading value of 0.50 to 0.60 is considered sufficient for research in the initial stages of developing a measurement scale.(Chin, 1998). The measurement model with reflective indicators is assessed based on the Average Variance Extracted (AVE) for each construct and the correlation between others with the model. Having a criterion > 0.5 for each indicator makes it valid and reliable in discriminant.(Ghozali, 2014). The following is an explanation of each measuring instrument used in this study.

Validity Measurement Table (Outer Loadings) and Convergent Validity (AVE)

Latent Variables	Construct Variables	Loading (>0.70)	AVE(>0.5)
X1 Compensation	X1.1	0.835	0.622
	X1.2	0.820	
	X1.3	0.852	
	X1.4	0.884	
	X1.5	0.865	
X2 Work Environment	X2.1	0.899	0.725
	X2.2	0.850	
	X2.3	0.727	
	X2.4	0.857	
	X2.5	0.767	
M Job Satisfaction	M1.1	0.752	0.676
	M1.2	0.827	
	M1.3	0.821	
	M1.4	0.792	
	M1.5	0.748	
Y Employee Performance	Y1.1	0.872	0.639
	Y1.2	0.851	
	Y1.3	0.729	
	Y1.4	0.746	
	Y1.5	0.788	

Source: Author's data processing

Reliability Measurement

In the reliability test, there are two testing criteria, namely Composite Reliability and Cronbach's alpha, to determine whether respondents' responses are consistent with the research subject, and to show how accurately respondents' responses are consistent with the variables used. The assessment of a variable is considered reliable if the Composite Reliability value and Cronbach's alpha > 0.7 for each variable, then it can be stated that the research variable has high reliability.(Savitri et al., 2022). The following is an explanation of each measuring instrument used in this study.

Construct Reliability Measurement Table (Cronbach's Alpha and Composite Reliability)

Latent variables	*Cronbach's alpha*	*Composite reliability (rho_c)*	Information
M Job Satisfaction	0.847	0.891	reliable
X1 Compensation	0.905	0.929	reliable
X2 Work Environment	0.878	0.912	reliable
Y Employee Performance	0.857	0.898	reliable

Inner Model

Measurement of Goodness of Fit Model

In the inner model testto measure goodness of fit, if it is in accordance with the criteria model then it can be said to be a good fit but if it is outside the provisions then it is said to be a marginal fit. The SRMR value is less than 0.08 (good fit), 0.10 is still an acceptable fit and more than that is classified as a marginal fit, then the value on d_ULS must be above >2,000 and d_G must be above >0.900 the NFI value must be above 0.900.

RMS Theta is greater than 0.12 the NFI value can be categorized with the GoF value criteria of 0.10 (small GoF), 0.25 (medium GoF) and 0.36 (large GoF).Hair et al., (2022).

Structural Equation Model Feasibility Testing Index Table

Criteria	Cut Off	*Saturated model*	Information
SRMR	< 0.08	0.056	Fit
d_ULS	>2,000	0.654	Marginal fit
d_G	>0.900	0.400	Marginal fit
Chi-square		431,437	
NFI		0.856	Marginal fit

Source: Author's data processing

Measurement of the Coefficient of Determination (R2)

The coefficient of determination is used to measure the accuracy of predictions. In general, an R2 value of 0.75 is considered to have high estimation accuracy, an R2 value of 0.50 has moderate estimation accuracy, and an R2 value of 0.25 has low estimation accuracy.Hair et al., (2022). The results of the coefficient of determination can be seen in the following table.

Table of coefficient of determination (R2)

latent variables	R-square	R-square adjusted	Information
M Job Satisfaction	0.790	0.788	Big
Y Employee Performance	0.602	0.596	Big

Hypothesis Testing

This study uses a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) with the help of SmartPLS 4 software to test the formulated hypotheses. The use of SEM-PLS was chosen because it has advantages in analyzing complex research models with a relatively small sample size, and can be used to test causal relationships between latent variables simultaneously. Hypothesis testing techniques are carried out with two approaches, namely testing direct effects and indirect effects. The direct effect test aims to see the extent to which the independent variables, namely compensation and work environment, directly influence the mediating variable (job satisfaction) and the dependent variable (employee performance). Significance testing is carried out by looking at the p-value and t-statistic. If the p-value <0.05, then the hypothesis is declared significant and accepted.(Suryawan & Salsabilla, 2022) Meanwhile, to test the indirect effect, this study follows a mediation approach from(Baron & Kenny, 1986), and further developed by. A mediation test was conducted to determine whether job satisfaction can mediate the relationship between compensation and work environment on employee performance. In addition, the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) were also used in the evaluation of the structural model (inner model) to see the predictive power between variables. By using this technique, it is hoped that the hypothesis analysis in this study can provide a comprehensive picture of the relationship between compensation, work environment, job satisfaction, and employee performance at the YBE Bright Clinic Semarang.

RESULTS AND DISCUSSION

Validity and Reliability of Instruments

The test results show that all construct loading values are above 0.70. The Average Variance Extracted (AVE) values are all above 0.50. Based on the calculation results, the factor loading values meet the criteria and the Average Variance Extracted (AVE) meets the criteria. In line with the Cronbach's Alpha value, all variables are greater than 0.70. And the Composite Reliability value of all variables is greater than 0.70. Based on the results of the Construct Reliability calculation (Cronbach's Alpha and Composite Reliability) In the Cronbach's Alpha calculation, all variables have met the criteria.

Inner Model

Goodness if Fit Model

The SRMR value in the estimated model is 0.056, which is smaller than 0.08, so it is stated to be in the fit category. The d_ULS value in the estimated model is 0.654, which is smaller than 2.000, so it is stated to be in the marginal fit category. The d_G value in the estimated model is0.400is smaller than 0.900, it is stated to be in the Marginal fit category. The NFI value in the estimated model is0.856smaller than 0.900 then it is stated to be in the marginal fi category.

Coefficient of Determination(R2)

Model estimation accuracyM Job Satisfaction 0.790. Based on this value, it has a high accuracy estimate. In other words, X1 Compensation, X2 Work Environment influence by 79.0% while the remaining 21.0% is influenced by other factors outside the research model.model estimation accuracyY Employee Performance 0.602. Based on this value, it has a high accuracy estimate. In other words, X1 Compensation, X2 Work Environment, M Job Satisfaction influence by 60.2% while the remaining 39.8% is influenced by other factors outside the research model.

Hypothesis Testing

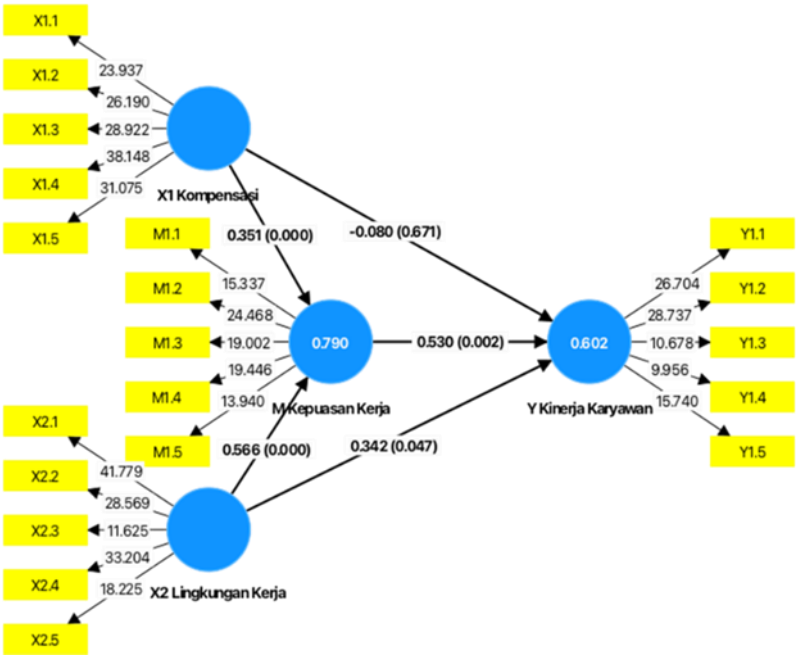

Figure 2 Research hypothesis

The results of Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS) with SmartPLS 4 software. This model is used to test the effect of compensation (X1) and work environment (X2) on job satisfaction (M) and employee performance (Y), with job satisfaction as a mediating variable.

This model also shows good model fit test results. The SRMR (Standardized Root Mean Square Residual) value is 0.056, which is below the maximum limit of 0.08, indicating that the model is in the fit category. In addition, the d_ULS = 0.654 and d_G = 0.400 values, both smaller than their respective cut-off limit values (d_ULS < 2,000 and d_G < 0.900), indicating that the model is in the marginal fit category but still acceptable. The NFI (Normed Fit Index) index is also close to the ideal value, indicating that the proposed model structure is in accordance with the analyzed data.

Hypothesis testing is conducted by examining the path coefficient, T-statistics, and P-values between latent variables. A relationship is considered significant if it meets the statistical criteria, namely a T-statistic > 1.96 and a P-value < 0.05 at a 5% significance level ($\alpha = 0.05$). The summary of the hypothesis testing results is shown below:

- **H1**: Compensation has a positive and significant effect on job satisfaction ($\beta = 0.351$; $p = 0.000$; $t = 3.822$).
- **H2**: The work environment has a positive and significant effect on job satisfaction ($\beta = 0.566$; $p = 0.000$; $t = 5.561$).
- **H3**: Compensation does not have a significant effect on employee performance ($\beta = -0.080$; $p = 0.671$; $t = 0.424$).
- **H4**: The work environment has a positive and significant effect on employee performance ($\beta = 0.342$; $p = 0.047$; $t = 2.084$).
- **H5**: Job satisfaction has a positive and significant effect on employee performance ($\beta = 0.530$; $p = 0.002$; $t = 3.049$).

The R^2 value in the model shows that the Job Satisfaction variable (M) can be explained by Compensation and Work Environment at 0.790, while Employee Performance (Y) is explained by Work Environment, Compensation, and Job Satisfaction at 0.602. This high R^2 value indicates that the model has strong predictive power against endogenous variables. With these results, it can be concluded that the proposed research model has a good fit with the empirical data, and most of the formulated hypotheses are proven to be significant, especially the mediating role of job satisfaction in bridging the influence of compensation and work environment on employee performance.

Hypothesis Testing Table

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
H1	X1 Compensation -> M Job Satisfaction	0.351	3,822	0.000	Accepted
H2	X2 Work Environment -> M Job Satisfaction	0.566	5,561	0.000	Accepted
H3	X1 Compensation -> Y Employee Performance	-0.080	0.424	0.671	Rejected
H4	X2 Work Environment -> Y Employee Performance	0.342	1,984	0.047	Accepted

H5	M Job Satisfaction -> Y Employee Performance	0.530	3,049	0.002	Accepted

Source: Author's data processing

Based on the results of the hypothesis testing table, the value regarding the relationship between variables, if the statistically calculated T significance value is greater than the T table value and the P value obtained is less than 0.05, then the model can be accepted, the results are as follows:

H1: Testing the Effect of Compensation on Job Satisfaction
The analysis results show that compensation has a positive and significant effect on job satisfaction. This is indicated by a path coefficient of 0.351, a t-statistic of 3.822 (>1.96), and a p-value of 0.000 (<0.05), thus accepting hypothesis H1. This means that the better the compensation system provided by the clinic, the higher the level of employee job satisfaction. These results are in line with research.(Ramban & Edalmen, 2022)which states that fair and appropriate compensation plays a vital role in increasing employee motivation and job satisfaction. Appropriate compensation not only meets employees' economic needs but also strengthens their commitment to their work and the company.

H2: Testing the Influence of Work Environment on Job Satisfaction
The analysis results show that the work environment has a positive and significant influence on job satisfaction, with a path coefficient value of 0.566, a t-statistic of 5.561, and a p-value of 0.000. Since the t-value is greater than 1.96 and p is less than 0.05, H2 is accepted. This indicates that a comfortable, safe, and conducive work environment significantly contributes to increased job satisfaction. This finding is supported by(Nurhandayani, 2022)which states that a good work environment supports employee comfort and productivity, thus creating higher job satisfaction.

H3: Testing the Influence of Compensation Environment on Employee Performance
In this hypothesis, the results show that compensation does not have a significant direct effect on employee performance. The path coefficient is -0.080, with a t-statistic of only 0.424 and a p-value of 0.671 (>0.05), thus rejecting hypothesis H3. This means that although compensation is important, it does not directly improve employee performance without other factors such as job satisfaction as a mediator. This supports previous findings that compensation can have an indirect effect through other variables.(Prasanti et al., 2021).

H4: Testing the Influence of Work Environment on Employee Performance
Based on the test results, the work environment has a significant direct influence on employee performance. The path coefficient is 0.342, with a t-statistic of 2.084 (>1.96) and a p-value of 0.037 (<0.05), thus hypothesis H4 is accepted. This indicates that a supportive work environment can increase employee productivity and work effectiveness. This research is supported by(Maghfira, I. and Efendi, 2022) which states that good working environment conditions have a direct positive impact on employee performance.

H5: Testing the Influence of Job Satisfaction Environment on Employee Performance
The analysis results show that job satisfaction has a positive and significant influence on employee performance. The path coefficient is 0.530, the t-statistic is 3.049 (>1.96), and

the p-value is 0.002 (<0.05), thus H5 is accepted. These findings indicate that employees who are satisfied with their jobs will be more enthusiastic, responsible, and able to complete tasks well. This is in line with the opinion of(Victoria & Edalmen, 2024)And(Auliana & Achmad, 2023)which states that job satisfaction encourages employee motivation and participation in improving performance.

Next, testing the mediation hypothesis, the mediating variable plays a role in bridging the relationship between the independent variable and the dependent variable. In addition, to ensure the level of significance of the mediation effect that occurs, if the statistically calculated T significance value is greater than the T table value and the P value obtained is less than 0.05, then the model can be accepted.

Mediation Hypothesis Testing Table

Hypothesis	Path Coefficient	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
H6	X1 Compensation -> M Job Satisfaction -> Y Employee Performance	0.186	2,622	0.009	Accepted
H7	X2 Work Environment -> M Job Satisfaction -> Y Employee Performance	0.300	2,579	0.010	Accepted

Source: Author's data processing.

H6: Testing the Effect of Compensation on Employee Performance through Job Satisfaction

The analysis results show that compensation has a significant indirect effect on employee performance through job satisfaction as a mediating variable. This is indicated by a path coefficient of 0.186, with a t-statistic of 2.622 (>1.96) and a p-value of 0.009 (<0.05), thus accepting hypothesis H6. This means that good compensation can increase job satisfaction, which will ultimately impact employee performance. These results support the opinion of Edalmen (2022) and(Prasanti et al., 2021), which states that compensation not only has a direct impact, but also plays an important indirect role through increasing employee job satisfaction.

H7: Testing the Influence of Work Environment on Employee Performance through Job Satisfaction

Based on the test results, the work environment has a significant indirect effect on employee performance through job satisfaction. The path coefficient value is 0.300, with a t-statistic of 2.579 (>1.96) and a p-value of 0.010 (<0.05), thus hypothesis H7 is accepted. These findings indicate that a conducive and pleasant work environment can increase employee job satisfaction, which then drives improved performance. These results support the research.(Nurhandayani, 2022)And(Maghfira, I. and Efendi, 2022)which states that a positive work environment not only has a direct impact, but also improves performance through higher employee satisfaction.

CONCLUSION

This study confirms that compensation and work environment have a significant influence on job satisfaction, which in turn influences employee performance at the YBE Bright Beauty Clinic in Semarang. Although compensation was not proven to have a direct

effect on employee performance, the results indicate that compensation still has a significant indirect impact through job satisfaction as a mediating variable. Conversely, the work environment showed a significant direct and indirect influence on performance, indicating that a comfortable and supportive work environment can encourage optimal performance. (Nurhandayani, 2022)

Referring to Herzberg's (1959) Two-Factor Theory, these findings emphasize that hygiene factors such as compensation and the work environment play a significant role in preventing job dissatisfaction, while motivational factors such as achievement and responsibility, reflected through job satisfaction, drive improved performance (Victoria, 2024; Prasanti et al., 2021). Job satisfaction has been shown to be a key element linking managerial aspects to employee performance, demonstrating that the fulfillment of employees' psychological and professional needs has a direct impact on their productivity.(Auliana & Achmad, 2023).

The practical implications of this research suggest that companies, particularly in the service sector such as beauty clinics, need to design compensation systems that are not only fair but also transparent and performance-based.(Ramban & Edalmen, 2022)Furthermore, efforts to create a safe, supportive, and humane work environment must be a priority so that employees feel valued and motivated. Attention to job satisfaction will not only maintain workforce stability but also contribute to long-term business growth and sustainability.

This research opens up space for further exploration of other motivational dimensions that can strengthen the relationship between organizational policies and employee performance, as well as broaden the study context to other industrial sectors to enrich the generalizability of the findings.

.

SUGGESTION

Based on the results of this study, companies are advised to pay more attention to the compensation systems they implement, not only in terms of amount, but also in terms of fairness, transparency, and its relationship to work performance. Compensation that is provided fairly and in accordance with employee contributions will increase job satisfaction and ultimately impact performance improvement. Therefore, companies need to review incentive, bonus, and benefit schemes to align with employee needs and organizational goals. Furthermore, it is important for management to create and maintain a safe, comfortable, and productive work environment. An ergonomic physical work environment, a harmonious work atmosphere, and healthy interpersonal relationships between superiors and coworkers have been shown to be important factors influencing performance through job satisfaction. Companies can conduct regular evaluations of working conditions and build an organizational culture that fosters a sense of belonging and employee engagement. This study also recommends that companies makeJob satisfaction as a strategic indicator in developing HR management policies. High job satisfaction impacts not only individual work outcomes but also long-term employee loyalty and retention. Therefore, efforts to improve satisfaction should be an integral part of any human resource management strategy. For future research, it is recommended to explore other variables that can strengthen the relationship between organizational factors and employee performance, such as work motivation, leadership style, or organizational culture. Furthermore, follow-up studies can expand the research context to other industrial sectors to generalize the results more broadly and be representative of the dynamics of a more diverse work environment.

REFERENCE

Andanarini Minar Savitri, D., Ristianawati, Y., Siswo Nugroho, P., Totalwin, S., & Industri, M. (2022). Special Edition (38th Anniversary)-August 2022 I 276. 15(2), 276–288.

Auliana, I. ., & Achmad, N. (2023). The Influence of Knowledge Management, Work Environment, and Workload on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Gendhis Multi Manis. Journal of Business and Management, 3(4), 654–667.

Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. Journal of Personality and Social Psychology, 25(3), 310–324. https://doi.org/10.1177/1350506818764762

Chin, W. W. (1998). The Partial Least Squares Approach to Structural Formula Modeling. In Advances in Hospitality and Leisure: Vol. 8（2）(Issue January 1998). Lawrence Erlbaum Associates.

Ciputra University. (2022). The key to success in managing a beauty clinic in the healthcare industry. Faculty of Medicine, Ciputra University. https://www.ciputra.ac.id/fk/kunci-sukses-bisnis-pengelolaan-klinik-kecantikan-di-industri-kesehatan/

Ghozali, I. (2014). Structural Equation Modeling Alternative Method with Partial Least Squares (4th Edition). Diponegoro University Publishing Agency.

Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2022). Partial Least Squares Structural Equation Modeling (Pls-Sem) Third Edition. In Angewandte Chemie International Edition, 6(11), 951–952. (Third Edit, Issue Mi). SAGE Publications, Inc.

Kusmaryono, W. & M. (2022). International Journal of Educational Methodology Number of Response Options, Reliability, Validity, and Potential Bias in the Use of the Likert Scale Education and Social Science Research: A Literature Review. 8(4), 625–637.

Maghfira, I. and Efendi, A. (2022). "The mediating effect of job satisfaction on the influence of compensation on employee performance at Jufrisen." Journal of Management, Business and Organization (JUMBO), 2(e-ISSN 2502-4175), 15.

Mohandhika Aulia Parawangsa, Bambang Suwarsono, & Angga Permana Maha Putra. (2022). The Effect of Compensation and Job Satisfaction on Employee Performance at CV Alfa Media Perkasa (Plemahan, Kediri). GEMILANG: Journal of Management and Accounting, 2(4), 30–45. https://doi.org/10.56910/gemilang.v2i4.134

Nurhandayani, A. (2022). The Influence of Work Environment, Job Satisfaction, and Workload on Performance. Journal of Digital Economics and Business (Ekobil), 1(2), 108–110. https://doi.org/10.58765/ekobil.v1i2.65

Prasanti, M., Mursito, B., & Sarsono. (2021). Study on Technical Implementation Unit Employees of Central Region Flood Pump Area 1 Semarang City Public Works Office. International Journal of Economics, Business and Accounting Research (IJEBAR), 5(3), 1–13.

Ramban, K., & Edalmen, E. (2022). The Mediating Effect of Job Satisfaction on the Influence of Work Environment on Employee Performance. Journal of Managerial and Entrepreneurship, 4(1), 132. https://doi.org/10.24912/jmk.v4i1.17177

Suryawan, IN, & Salsabilla, A. (2022). The Influence of Job Satisfaction, Work Discipline, and Work Motivation on Employee Performance. Aksara: Journal of Nonformal Education, 8(1), 137. https://doi.org/10.37905/aksara.8.1.137-146.2022

Victoria, E., & Edalmen, E. (2024). The Role of Job Satisfaction as a Mediator in the Influence of Work Environment on Employee Performance. Journal of Managerial and Entrepreneurship, 6(3), 580–589. https://doi.org/10.24912/jmk.v6i3.31589