

The Mediating Role of Job Satisfaction on Training and Compensation on Employee Performance PT. Micro Madani Institute

Chintya Puteri Ayu¹, Siti Safaria^{2*}

ABFII Perbanas

Corresponding Author: Siti Safaria siti.safaria@perbanas.id

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ABSTRACT

Analyzing training affects employee job satisfaction, compensation affects employee job satisfaction, training affects work performance, compensation affects employee work performance, employee job satisfaction affects work performance training affects performance through employee job satisfaction, compensation affects work performance through employee job satisfaction. Quantitative research using PLS4 to measure Likert scale. Samples are 101 PT Micro Madani employees. The results are training has significant effect on job satisfaction, compensation has significant effect on job satisfaction, training has no significant effect on performance, compensation has significant effect on performance, job satisfaction has significant effect on performance, training has no significant effect on performance through job satisfaction as an intervening, compensation has significant effect on performance through job satisfaction as an intervening

INTRODUCTION

In this research, the focus is on PT Micro Madani Institute. A company active in outsourcing, certification, and employee training services. The main attraction of this research is the company's unique policy, especially in the field of training, which sets a minimum target of 40 hours of training each year for each employee. With the target set, the employees of PT Micro Madani Institute can fulfill the training hours and even exceed the specified training hours.

Unfortunately, although the target training hours have been met, it has not been able to provide adequate support for employee performance, especially in the context of meeting the outsourced employee target. Although the company set an ambitious outsourced employee achievement target of 95%, in fact, PT Micro Madani Institute has not managed to achieve this target in the last four years. This situation is highlighted because even though investments in training have been made and the compensation provided is appropriate, the positive impact on employee performance, especially the achievement of outsourced employee targets, is still not fully visible.

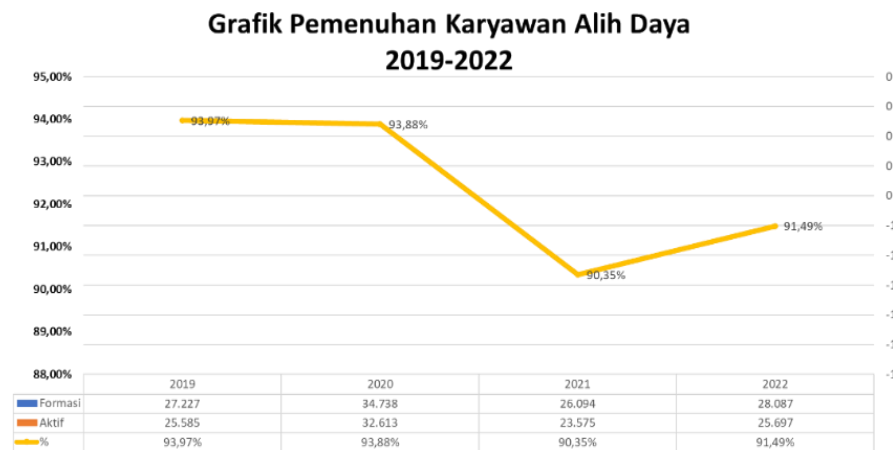


Figure 1. Target Achievement Chart

Based on performance of employees of PT Micro Madani Institute has fluctuated. If the percentage of employee fulfillment continues to decline, it will have a negative impact on achieving company targets. Where this impact will affect other activities within the company. There are few journal that resulting the same or different on how the mediating role of job satisfaction on training and compensation based on employee performance of PT Micro Madani Institute.

Through training, employees can sharpen skills that they may not have realized before, opening the door to new potential that they can apply in everyday work. For that, training itself is understood as a form of a process in training skills related to the field of crafts that will be carried out. (Hura, Tanjung, Hia, S, & S, 2021). This is because, in an age of rapid change, it requires employees to be prepared and respond quickly to what is happening in a world full of technology in order to remain able to survive and compete with other companies (Marjaya & Pasaribu, 2019). Training focuses more on building skills, developing abilities, and even acquiring competencies such as adaptability, emotional

competence, and leadership. (Judge & Robbins, 2023). Training, according to (Rahardjo, 2022), is a process of preparing a person to perform a task or job that will be his responsibility in a new job. In addition to providing training as a means of improving performance, the company has also implemented another important strategy, namely compensation. By providing fair compensation and in line with employees' contributions, companies not only recognize the value they bring, but also create a strong motivation to improve performance. (Gandung & Suwanto, 2020; Jufrizen, 2017).

In addition to ensuring that employees are compensated according to their contributions and have a high level of competence, job satisfaction is an essential element that should not be neglected in building optimal productivity. Careful and balanced compensation management is key to improving and improving productivity and working spirit within the organization. (Hura, Tanjung, Hia, S, & S, 2021). Compensation is a reward for services, attention, hard work and human resource skills given to an organization in both financial and non-financial forms. (Reddy, 2020). Job satisfaction not only reflects positive feelings, but is also the result of fulfilled expectations related to achievement in the job and reward received. (Sudarso, Wicaksono, Suyatin, Dinantara, & Prasada, 2020). Job satisfaction occurs when employees feel satisfied and in line with what the company provides, both in terms of responsibility, appreciation, and overall working conditions. (Marnis & Priyono, 2008) Moreover, according to (Judge & Robbins, 2023) job satisfaction is understood as the result of a positive assessment of a person's work, in which this positive feeling arises from an appreciation of the characteristics of the job. Employee performance is every employee's achievement that reflects their full dedication to achieving optimal results, with regard to both quantity and quality. (Sihaloho & Siregar, 2019)

In this study, the researchers also compared several previous journals. Based on previous studies found similarities and differences in results on how the role of job satisfaction mediation on training and compensation based on the performance of employees of PT. Micro Madani Institute. First, how is the relationship between job satisfaction and performance with studies (Yona & Mutiara, 2020) found that job satisfaction greatly impacts the level of employee work performance. This is also the same as the study (Hartika, Fitridiani, & Asbari, 2023), which found that job satisfaction affects job performance. which found that job satisfaction affects an employee's work performance. It is undeniable that satisfaction is the main key to creating good work performance

In addition, there are many findings from research on the relationship between training and job satisfaction and job performance, where that training affects the level of satisfaction of employees with their jobs (Ali, 2023). Not only that, the study of (Sugiarti, 2022) found that training has a significant impact on job satisfaction and job performance of an employee. Of course, previous studies are reinforced by research conducted by (Gokhru & Shrimali, 2022) found that it is true that training has a positive impact or influence on job performance.

Third, several studies will explain their findings in research related to the effect of compensation on job satisfaction and contribution to the company. Study conducted (Sidabutar, Elprida, & Rina, 2020) found that employee job satisfaction compensation is strongly influenced by financial compensation in particular. However, a study conducted by (Riand & Winarno, 2022) found that job satisfaction is not partially influenced by compensation. However, the study by found that work performance is influenced by compensation and has a positive impact. (Monika, Rusman, & Maydiantoro, 2021)

This research has an urgency, namely that training and compensation of employees of PT Micro Madani Institute are essential factors in the sustainability of organization activities because if training is not held, employees will be complacent in increasing competence. Which resulted in decreased employee performance and led to the non-achievement of PT. Micro Madani Institute's targets, especially in fulfilling outsourced employees. The research novelty is that it uses the object of PT Micro Madani Institute that never been studied before so that it is feasible to use as an object of research given the phenomenon of the percentage of fulfillment of outsourced employees of PT Micro Madani Institute experiencing fluctuations because of declining employee performance. Based on the results of the background description above, as well as previous studies, a research gap was found. Thus, research will be conducted with the title "The Mediating Role of Job Satisfaction based on Training and Compensation on Employee Performance of PT Micro Madani Institute". The research objectives are:

1. Analyzing training affects employee job satisfaction of PT Micro Madani Institute.
2. Analyzing compensation affects employee job satisfaction of PT Micro Madani Institute.
3. Analyzing training affects work performance of employees of PT Micro Madani Institute.
4. Analyzing compensation affects work performance of employees of PT Micro Madani Institute.
5. Analyzing employee job satisfaction affects the work performance of PT Micro Madani Institute employees.
6. Analyzing training affects employee work performance through job satisfaction of PT Micro Madani Institute employees.
7. Analyzing compensation affects employee work performance through job satisfaction of PT Micro Madani Institute employee

LITERATURE REVIEW

Training is a service provided by the company to employees to improve their abilities, usually related to technical skills, soft skills and communication Training is also contrast from education. Where education mainly focuses on the acquisition of knowledge, namely figures as well facts needed in doing complex process. Training is emphasized with developing skills, abilities, and even the acquisition of competencies such as adaptive skill, emotional control skill, and leadership. (Judge & Robbins, 2023)

Compensation is a reward in return for the services, attention, specific ability, hard work of human resources provided to an organization in both financial and nonfinancial forms. (Reddy, 2020)

Job satisfaction is defined as a positive emotional response and love for work. This is reflected through work morale, discipline, and performance achievement. Job satisfaction also reflects the alignment between the value of work served by the company and employee expectations, both in the form of financial rewards and non-financial rewards. In other words, job satisfaction occurs when employees feel satisfied and in line with what the company provides, both in terms of responsibilities, rewards, and overall working conditions. (Marnis & Priyono, 2008)

Employee performance is every employee's achievement reflects their full dedication to achieving optimal results, with attention to both quantity and quality. (Sihaloho & Siregar, 2019). This not only creates effectiveness and efficiency in every activity, but also becomes a driving force for the company's progress towards a more advanced and innovative direction.



Figure 2. Conceptual Framework

Hypothesis

1. H1: Training affects job satisfaction of PT. Micro Madani Institute employees
2. H2: Compensation affects job satisfaction of PT Micro Madani Institute employees
3. H3: Training affects performance of PT Micro Madani Institute employees
4. H4: Compensation affects performance of PT Micro Madani Institute employees
5. H5: Job Satisfaction affects performance of PT Micro Madani Institute employees
6. H6: Training affects performance through job satisfaction of PT Micro Madani Institute employees
7. H7: Compensation affects performance through job satisfaction of PT Micro Madani Institute employees

METHODOLOGY

(Sugiyono, 2021) provides a statement that the subject of research is population. In this case, the population includes all the employees of the Micro Madani Institute, which consists of 177 people. A sample is a portion of a population that has a characteristic or a small part of a member of the population that is taken according to a certain procedure so that it can represent the population. To obtain reliable answers, 101 employees of PT Micro Madani Institute chosen as sample to fill a questionnaire using quantitative method. Quantitative research method is a type of research method that is based on research values, used to research on a particular population or sample, the collection of data is quantitatively or statistically intended to test a hypothetical hypothesis that has been established (Sugiyono, 2017). This quantitative research using Likert scale uses numbers that indicate the meaning of the level. To calculate the degree, each variable indicator in this study from highly disagree to highly agree opinion, the scale used is from one to five. To explain or confirm the result, it is calculated in SmartPls (SEM analysis) to specify outer model (measurement model) and inner model (structural model).

In an effort to ensure the reliability and validity of the measurement, the study conducted an outer model analysis that revealed an interaction between indicators and latent variables. Outer model can be seen through a number of indicators such as convergent validity (measures the extent to which a structure is reflected in the score of the item or its component), discriminant validity (The measurement model relies on the use of reflective indicators to assess how well a block can be distinguished from another block) and construct-reliability test. Analysis of the Inner Model, also referred to as the "interrelationship, structural model, and substantive theory," discusses how the latent variables based on the substantive theory interact with each other consist of R-square as well as testing the coefficients of structural path parameters and t-test. The research object are described as table below.

Table 1. Research Object

	Category	Respondents	Percentage
Age	20 - 25 years	19	18,81%
	26 - 30 years	51	50,50%
	31 - 35 years	27	26,73%
	36 - 40 years	4	3,96%
	Total	101	100,00%
Position	HRBPO	91	90,10%
	HRBPM	10	9,90%
	Total	101	100,00%
Time of Service	< 1 years	14	13,86%
	1 - 3 years	40	39,60%
	4 - 6 years	26	25,74%
	7 - 9 years	21	20,79%
	Total	101	100,00%

RESULT

Convergent Validity

Reliable or high if correlated above 0.70 with another construct.

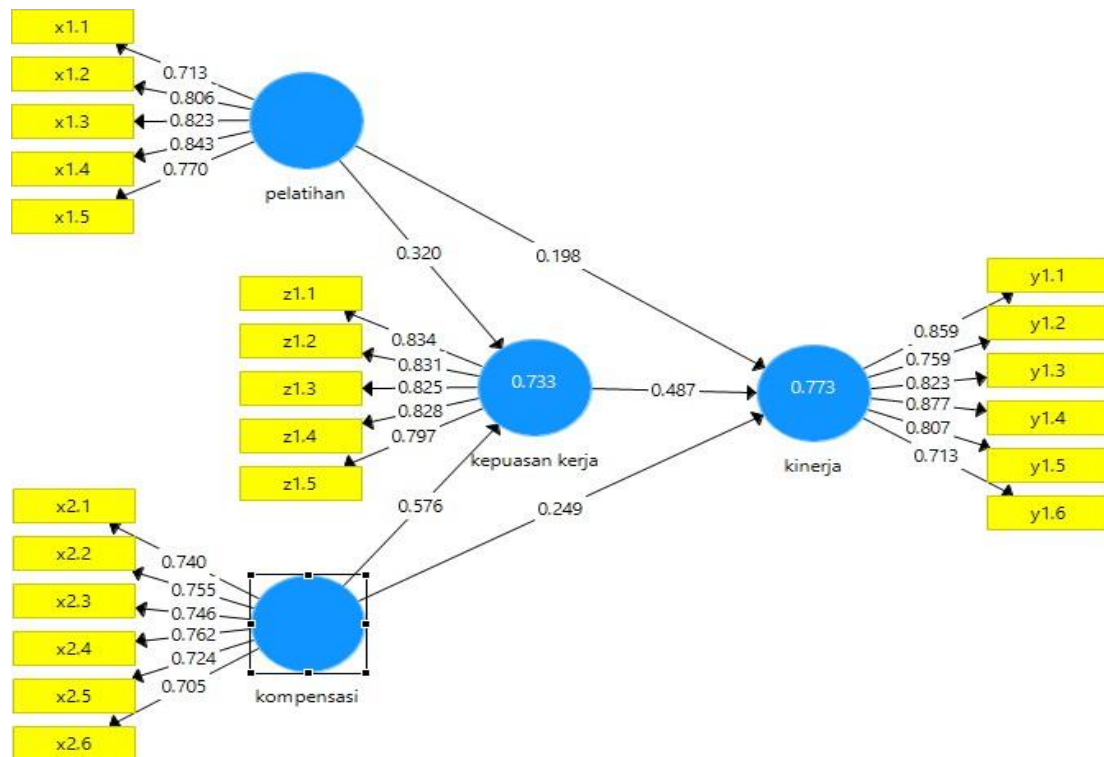


Figure 3. Outer Loading

Discriminant Validity

Table 2. Cross Loading Value

	job satisfaction	performance	compensation	training
x1.1	0,496	0,520	0,550	0,713
x1.2	0,572	0,575	0,583	0,806
x1.3	0,579	0,554	0,593	0,823
x1.4	0,720	0,739	0,716	0,843
x1.5	0,705	0,671	0,738	0,770
x2.1	0,673	0,687	0,740	0,627
x2.2	0,610	0,579	0,755	0,655
x2.3	0,570	0,638	0,746	0,628
x2.4	0,713	0,578	0,762	0,609
x2.5	0,577	0,584	0,724	0,564
x2.6	0,543	0,541	0,705	0,511
y1.1	0,760	0,859	0,682	0,648
y1.2	0,630	0,759	0,640	0,613
y1.3	0,655	0,823	0,660	0,672
y1.4	0,677	0,877	0,712	0,658
y1.5	0,704	0,807	0,641	0,652
y1.6	0,692	0,713	0,621	0,553

z1.1	0,834	0,668	0,704	0,678
z1.2	0,831	0,655	0,666	0,595
z1.3	0,825	0,655	0,632	0,619
z1.4	0,828	0,737	0,718	0,675
z1.5	0,797	0,772	0,709	0,666

Cross loadings for variables already above 0.70 and higher than another construct. Continue to next phase.

Construct Reliability and Validity Test

Table 3. Construct Reliability and Validity Table

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
job satisfaction	0,881	0,882	0,913	0,678
performance	0,892	0,894	0,918	0,653
compensation	0,834	0,836	0,878	0,546
training	0,852	0,862	0,894	0,628

Variables in ave scored above 0.5 and reliability test shows the value of Cronbach's alpha value and composite reliability value in all variables above 0.70 meaning this study are qualified.

Structural Model Testing (Inner Model)

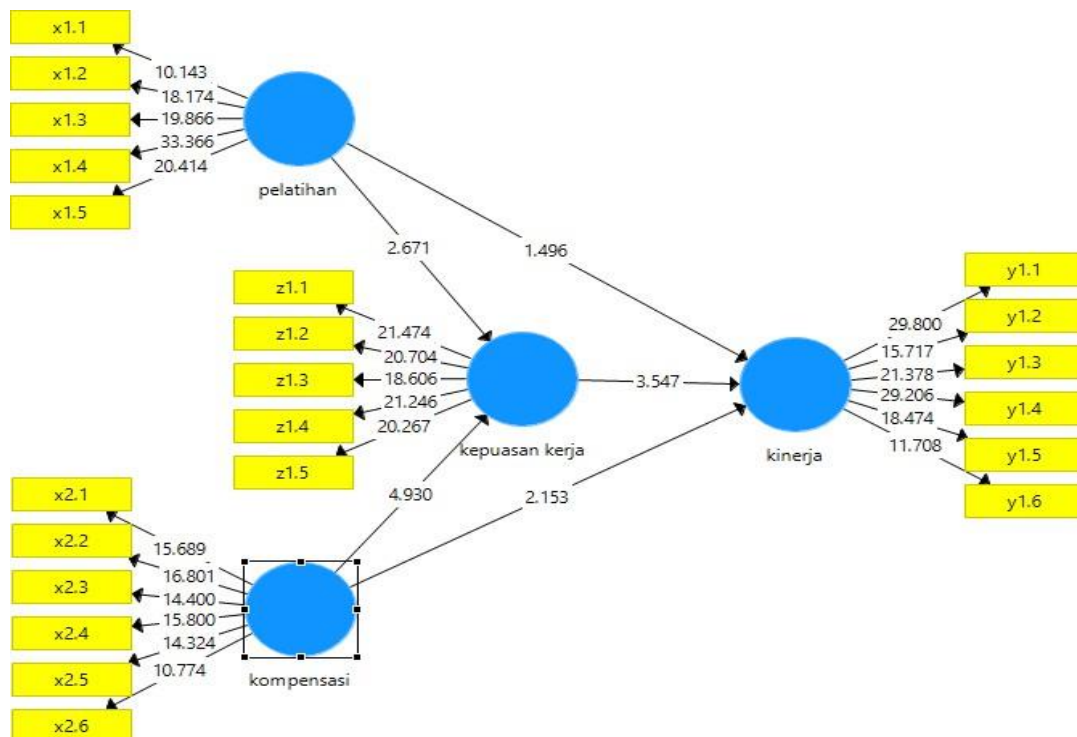


Figure 4. Inner Loading

Inner Model consists of the R-Square and goodness-fit model tests, structural model is generated using R-square to find dependent constructs and the t-test to find significance of the structural path parameter coefficients.

Table 4. R-Square

	R Square	R Square Adjusted
job satisfaction	0,733	0,728
performance	0,773	0,766

R-square of job satisfaction is 0,733 or 73,3% (Moderate category). R-square score of performance is 0,773 or 77,3% (Strong category). (Sarstedt et al., 2017) said that score above 0,75 is strong, score 0,5 is moderate, and score 0,25 is weak.

Goodness Of Fit (GOF) Calculation

This test is useful for validating the entire performance between the outer model and inner model.

$$Gof = \sqrt{\text{mean AVE} \times \text{mean R-square}}$$

$$GoF = \sqrt{0,6262 \times 0,753}$$

$$Gof = 0.6866$$

Small GoF value = 0.1, medium = 0.25 and large = 0.36 (Ghazali, 2014). GoF calculation results is above are 0.6866, means that the overall performance of the outer model and inner model can be said to be in the large / good category.

Hypothesis Test

Table 5. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
job satisfaction -> performance	0,487	0,501	0,137	3,547	0,001
compensation -> job satisfaction	0,576	0,599	0,117	4,930	0,000
compensation -> performance	0,249	0,221	0,116	2,153	0,034
training -> job satisfaction	0,320	0,300	0,120	2,671	0,009
training -> performance	0,198	0,213	0,132	1,496	0,138

The variable that has a direct influence for the variable job satisfaction on performance is worth T-Statistic 3.547>1.660, so it has a strong direct influence and P-Value of 0.001<0.05 indicates a significant influence. Variable compensation on job satisfaction has a T-Statistic of 4.930>1.660, so it has a strong direct effect and P-Value of 0.000<0.05 indicates significant effect. The compensation variable on performance T-Statistic 2.153>1.660, so it has a strong direct effect and P-Value of 0.034 <0.05 indicates significant effect. The training variable on job satisfaction T-Statistic 2.671>1.660, so it has a strong direct effect and P-Value of 0.009 <0.05 indicates significant effect. The training variable on

performance T-Statistic $1.496 < 1.660$, so it has weak direct effect and P-Value of $0.138 > 0.05$ indicates no significant effect.

Table 6. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
compensation -> job satisfaction -> performance	0,280	0,297	0,094	2,991	0,003
training -> job satisfaction -> performance	0,156	0,153	0,079	1,569	0,052

The variable that have indirect effect for the compensation variable on performance through job satisfaction T-Statistic $2.991 > 1.660$, so it has a strong indirect effect and the P- Value value of $0.003 < 0.05$ indicates a significant effect. The training variable on performance through job satisfaction T-Statistic $1.569 < 1.660$, so it has a weak indirect effect and the P- Value of $0.052 > 0.05$ indicates no significant effect.

DISCUSSION

The Effect of Training on Job Satisfaction

P-value score $0.009 < 0.05$ (significance level) and t statistics $2.671 > 1.660$ (t table) then training affects job satisfaction which mean H_a accepted. The original sample value (coefficient) of 0.320 means that training affects job satisfaction by 32%. (H_1) is accepted, job satisfaction has significant effect on job satisfaction.

The Effect of Compensation on Job Satisfaction

P-value score $0.000 < 0.05$ (significance level) and t statistics $4.930 > 1.660$ (t table) then compensation affects job satisfaction which means H_a accepted. The original sample value (coefficient) of 0.576 means that compensation affects job satisfaction by 57.6%. (H_2) is accepted, compensation has significant effect on job satisfaction.

Effect of Training on Performance

P-value score $0.138 > 0.05$ (significance level) and t statistics $1.496 < 1.660$ (t table) then training has no effect on performance which means H_a rejected. The original sample value (coefficient) of 0.198 means that training only affects performance by 19.8%. (H_3) is rejected, training has no significant effect on performance.

Effect of Compensation on Performance

P-value score $0.034 < 0.05$ (significance level) and t statistics $2.153 > 1.660$ (t table) then compensation affects performance which means H_a accepted. The original sample value (coefficient) of 0.249 means that compensation affects performance by 24.9%. (H_4) is accepted, compensation has significant effect on performance.

The Effect of Job Satisfaction on Performance

P-value score $0.001 < 0.05$ (significance level) and t statistics $3.547 > 1.660$ (t table) then job satisfaction affects performance which means H_a accepted. The original sample value (coefficient) of 0.487 means that job satisfaction affects performance by 48.7%. (H_5) is accepted, job satisfaction has a significant effect on performance.

The Effect of Training on Performance Through Job Satisfaction as an Intervening Variable

P-value score $0.052 > 0.05$ (significance level) and t statistics $1.569 < 1.660$ (t table) then training has no effect on performance through job satisfaction which means H_a rejected. The original sample value (coefficient) of 0.156 means that training affects performance through job satisfaction only 15.6%. (H_6) is rejected, training has no significant effect on performance through job satisfaction as an intervening variable.

The Effect of Compensation on Performance Through Job Satisfaction as an Intervening Variable

P-value score $0.003 < 0.05$ (significance level) and t statistics $2.991 > 1.660$ (t table) then compensation affects performance through job satisfaction which means H_a accepted. The original sample value (coefficient) of 0.280 means that compensation affects performance through job satisfaction by 28%. (H_7) is accepted, compensation has significant effect on performance through job satisfaction as an intervening variable.

CONCLUSION AND RECOMENDATION

Conclusions

1. Hypothesis (H_1) accepted, in other words training has a significant effect on job satisfaction
2. Hypothesis (H_2) accepted, in other words compensation has a significant effect on job satisfaction.
3. Hypothesis (H_3) rejected, in other words training has no significant effect on performance.
4. Hypothesis (H_4) accepted, in other words compensation has a significant effect on performance.
5. Hypothesis (H_5) accepted, in other words job satisfaction has significant effect on performance.
6. Hypothesis (H_6) rejected, in other words training has no significant effect on performance through job satisfaction as an intervening variable.
7. Hypothesis (H_7) accepted, in other words compensation has significant effect on performance through job satisfaction as an intervening variable.

Recomendations

In the training variable, the lowest score is on indicator x1.4 with a score of 4.36 on "I feel that the training I receive is relevant to the job tasks I face on a daily basis". To improve the relevance of training to the task there are several things that can be considered, namely conduct a needs analysis, choose the right training format, involve participants by asking for input and active participation, use the right media and evaluate and measure effectiveness.

In the compensation variable, the lowest score is on indicator x2.6 with a score of 4.24 regarding "The company always creates a comfortable working atmosphere". To maintain and improve a comfortable working atmosphere, it can be done by building a positive and inclusive culture, creating a comfortable physical work environment, supporting work-life balance, maximizing employee health and welfare programs and giving employees room to grow.

On the job satisfaction variable, the lowest score is on indicator z1.5 with a score of 4.22 on "I feel that the company appreciates my efforts and dedication in providing quality work results, which are reflected in the form of awards". Awards that might be given so that employees maintain their dedication such as formal awards (financial, non-financial, public recognition, vacations) and non-formal awards (positive feedback, flexibility in work, opportunities to innovate).

In the performance variable, the lowest score is on indicator y1.3 with a score of 4.20 on "I work according to the quality of output expected by the company". What employees need to understand and do according to the quality of the company's output is to understand the company's expectations, improve the quality of work such as paying attention to work details and asking for help at the right time, communicating effectively, managing time effectively and being professional at work.

FURTHER STUDY

This research still has limitations so further research needs to be carried out on the topic of the Mediating Role of Job Satisfaction on Training and Compensation in order to perfect this research and increase insight for readers.

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