

# ANALYSIS OF THE ROLE OF JOB SATISFACTION AS A MEDIATING COMPENSATION AND WORK ENVIRONMENT RELATIONSHIPS TO EMPLOYEE PERFORMANCE

Djoko Soelistya<sup>1</sup>, Riduansah<sup>2</sup>, Hadi Ismanto<sup>3</sup>  
Universitas Muhammadiyah Gresik<sup>1,3</sup>, STIMI Samarinda<sup>2</sup>

## ARTICLE INFO

**Keywords:**  
Environment work,  
compensation,  
Satisfaction work,  
Performance Employee

## E-mail:

[djoko\\_soelistya@umg.ac.id](mailto:djoko_soelistya@umg.ac.id)<sup>1</sup>  
[riduansah1975@gmail.com](mailto:riduansah1975@gmail.com)<sup>2</sup>  
[hadi\\_ismanto@umg.ac.id](mailto:hadi_ismanto@umg.ac.id)<sup>3</sup>

## ABSTRACT

Aim from study this is for knowing is there influence environment work and compensation to performance employee with satisfaction work as variable between at PT Sinar Sun Sun Motorcycle. Study this use test validity, test reliability, test regression linear double, and test analysis track with help program SPSS version 20. Sample which taken as much 110 respondent. Study use approach quantitative with method technique purposive sampling. Data collection was carried out with deployment questionnaire use scale Likert for measure every statement. Results study show that there is influence positive and significant \_ in a manner separated Among environment work and compensation to performance employee in a manner direct. Whereas mark significance influence environment work and compensation through satisfaction work no more big from influence direct.

Copyright © 2023 Economic Journal. All rights reserved.  
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

## 1. INTRODUCTION

Pandemic Covid-19 Becomes wrong one trigger happening change structure employment in the world, including in Indonesia. The pandemic that started going on from beginning month March the year 2020 cause a number of company and effort experience change structure, fine from side total nor from side system work done. Covid-19 has make the global economy slumped up to 5.2 percent in 2020 (Wahid, 2020). According to view Hasanuddin Wahid, recession which occur this is recession worst after War World II. Estimated activity economy in developed countries decrease until 7% because Request and offer domestic and finance country disturbed (Wahid, 2020).

Indonesia also experienced downturn the economy does n't lost seriously. Almost whole sector affected due to this Corona virus. Restrictions which activity done by government cause happening workers' limitations for could work in company or the place work them. On quarter I 2020, BPS has report decline drastic growth Indonesian economy. Organization economy in the 1st quarter only as big 2.97%, which on quarter which same in year previously occur growth by 5, 02% (Rizal, 2020). Situation economy which bad this no can with easy anticipated because of course there is a number of factor which cause it. Situation which bad from economy this certain will influence power buy, power selling and power work from industry which move in sector trade.

Consequence which must borne by downturn economy the, wrong only one is appearance wave subtraction employee's as well necessary efficiency \_ done for business or effort permanent could awake. Based on data from Ministry Employment at 7 April 2020, there were 39,977 affected formal companies problem this (Rizal, 2020). Total there is 1,010,579 worker which affected from a number company formal then, with details 873,090 worker from 17,224 company laid off, whereas 137,489 worker disconnected contract work or laid off from 22,753 existing companies (Rizal, 2020). Data from which company move in informal sector there is as many as 34,453 companies were affected and resulted efficiency employee as big 189,452 people (Rizal, 2020).

Wrong one sector which want researched in study this is sector automotive. Sector this experience enough impact \_ significant from exists pandemic This Covid-19. this caused by regulations government that doesn't give opportunity Public for do activity in outside House which supported by vehicle. Regulation Government (PP) Number 21 of 2020 states about Restrictions Social scale Large (PSBB) who regulates restrictions activity certain resident in a suspected area infected Coronas. Restrictions this make many member Public reduce activity traveling or use means transportation good that means transportation general, nor personal in total which significant.

In Indonesia, especially Jakarta and its surroundings, motorbikes are one of them means transportation mainstay which could use in the middle congestion which there. Along spread plague Covid-19 this, researcher look exists problem ie

Sale units bicycle motorcycle reduced. Matter this supported fact that power buy Public decrease first of all because per capita income Public according to. This aggravated with exists regulation government for do activity in House just. Two fact this make means transportation like motorcycle experience \_ decline in sale in a manner significant. Before pandemic Covid-19 there is, sale bicycle motorcycle in whole region Indonesia increase, however along appearance pandemic the, quantity sale bicycle motorcycle according to in a manner sharp. Following This data proves it that sale automotive especially bicycle motorbike from time to time have trend for ride in a manner amount , however on year 2020 occur decline total sale in a manner significant .

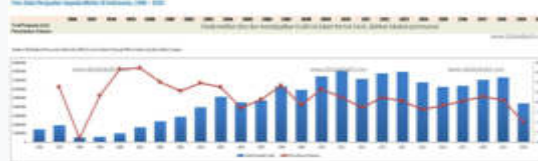


Figure1. Data Sale Bicycle Motorcycle in Indonesia 1996-2020  
 Source: (dataindustri.com, 2021)

Based on data can take conclusion that occur the decline very significant from 2019 to \_ the year 2020. This thing show that effect from pandemic this so feels on sector automotive. Based on data in on decline occur until 40% in period time only a number of month (dataindustri.com, 2021).

PT Ray Sun Sun experience problems on factor environment work physical which still not yet ideal on period pandemic this for make employee could work in a manner maximum. Besides that, exists problem the compensation make satisfaction work from employee decreased and resulted performance from employee they also decreased. Decline level satisfaction work resulted employee decide for leave company and look for the place which other again which more in accordance with hope they or they will lower performance so that company consider employee the no competent again or have performance which no profitable employee so that must laid off.

Every organization good move \_ in the field industry nor service always have goals and objectives specific want \_ achieved , if company capable manage with good as well as exploit source power man in a manner optimum, of course will capable have performance which ok , which later expected capable reach target like which wanted by company ( Lukeyana & Halima, 2016). If occur error in manage source power man so could raises disturbance in achievement performance employee and naturally process in achievement aim company Becomes hampered. In reach performance optimal needed exists source power humans who have level ability , competence , motivation as well as interests that supported by attitude company in value as well as treat source power the human for could reach performance ( Lukeyana & Halima, 2016).

In effort achievement performance employees and of course process achievement Purpose Company, there is a number of variable which if will influence performance theamong other environment work, compensation and satisfaction work. A number of study earlier discuss variables this in a number of study with object different research. Following this will discussed in a manner more deep one one by one variable study which will used. Variable first is environment work. Environment work is all something which there is around employee which could influence himself in operate work which charged to him ( Lukeyana & Halima, 2016).

Based on study from Alvin Arifin state that environment work no influential direct and significant to performance employees, however give influence in a manner no live in a manner positive and significant through satisfaction work (Arifin, 2020). Another opinion was mentioned by Firmansyah Usman that said that environment work proven influential positive will but no significant to variable satisfaction work. However variable environment work proven influential positive and significant to variable achievement work (Usman, 2019). Another result seen in research conducted by \_ Suharyanto , Ery Nugraha and Hendra Permana . Result of study the state that environment work influential positive and significant to performance employee (Suharyanto et al., 2015).

Variable independent second in study this is variable compensation. Compensation is whole reply services received by employees \_ as consequence from implementation work in the organization in money or other. If compensation received \_ by employee could Fulfill need employee them, so employee will try

for keep going achievers which naturally will influential to performance employee the ( Lukeyana & Halima, 2016).

Researcha earlier find that compensation influential positive and significant to performance employee (Murty, 2012). However another study found that result different, compensation influential positive no significant to performance employee (Lukiyana & Halima, 2016:59). In this study, researchers use one variable the intervening used for sharpen problem which there. Variable intervene on study this is satisfaction work. Satisfaction work is wrong one aspect which urgent in in practice management source power man and behavior organization. This because satisfaction work could influence level attendance, rotation power work, spirit employment, complaints and personnel issues other vital (Riansari , 2012). Satisfaction very high work \_ expected because matter that related with positive results and is \_ sign organization which managed with ok. Satisfaction work also is size process development man which sustainable. Besides that, satisfaction work urgent it means for every organization because satisfaction work is criteria for measure success organization in Fulfill need its members. Satisfaction work is something matter which very personal, it means which can feel only concerned, and has character no always same Among people which one with which other (Riansari , 2012).

Performance interpreted as results work achieved a in carry out Duty charged \_ upon which it is based on prowess, experience and sincerity as well as time. Performance is combined from three factor important, that is ability and interest a worker, ability and reception on explanation delegation task, as well roles and levels motivation a worker. The more tall third factor on the more big performance somebody ( Riansari , 2012). Study earlier from Lukiyana and Halima state that when tested in a manner Partial nor simultaneous, compensation and environment work influential positive significant to performance employees and the results of the intervening test or effect test mediation that has done showing that satisfaction work could mediate in a manner absolute Among influence compensation and environment work to performance employee (Lukiyana & Halima, 2016). As for aim from study this based on formula problem which there .Aim from study this is Study this The Role of Satisfaction Work as Mediation Connection Compensation and Environment Work to Performance Employees.

### 3. METHOD

Inner design study this use approach quantitative. On chap this will discussed about method research used. Method study according to (Sugiyono , 2018) interpreted as method scientific for get data with aim and utility certain . In study this method research that used is method study quantitative. According to ( Sugiyono , 2018) method quantitative could interpreted as method study which based on Genre positivism , used for researching population or sample certain , data collection using instrument research , data analysis characteristic quantitative / statistics , with aim for test hypothesis which has set .

Study this population used for mention element or member in something region which useful as target on study from object research. According to (Sugiyono , 2017) population is the generalization area consists on object or subject that has quality and characteristics certain set \_ researcher for studied and drawn conclusion . On research this determination population which used is para work PT Ray Sun Sun Motorcycle. Sample is sub group element population which selected for participate in studies (Kusumaningtyas , 2016). According to (Sugiyono , 2017) sample is part from total and characteristics which owned by population them . Sample which there is on study must represent and represent data which will researched as member population which selected. Time taking sample in research this counted month \_ March 2021 until May 2021 through completed questionnaire \_ spread via google forms. Sample study this is worker in PT Ray Sun Sun Motorcycle which already more from 1 year work.

Study this use technique taking sample Non-Probability sampling, that is technique sampling which no use procedure election opportunity, but rely on personal judgement researchers ( Kusumaningtyas , 2016). This means no all element in population have that opportunity same for chosen Becomes sample. Method taking sample use method purposive sampling. Method this emphasize there is a filter in the form of work which already work more from one years at PT Ray Sun Sun Motorcycle which there is in period time which already determined .

### 4. RESULTS AND DISCUSSION

#### 4.1. Test t

Test t aim for knowing variable free (Environment work) to Z (Satisfaction work). The t test was used for knowing there is or no relationship and influence significant among variable independent in a manner Partial to variable dependent. Mark table could see on level significance 0.05 in where there is 110 respondent.

#### 4.1.1. Uji t Sub-Struktural 1

Tabel 1. Uji t Sub-Struktural 1

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.203	1.684		1.308	0.193
1 TOTAL a. dependent Variables	0.594 Total	0.035	0.810	17,094	0.000 KK

Table 1 Mark sig. as big 0.000 showing that there is influence significant from *Environment Work* to *Satisfaction Work* because  $0.000 < 0.05$  is level significant. Could is known t table value is 1.65882. Result of hypothesis test t, on the variable *EnvironmentWork* shows t count is 17,094, which means that t count > t critical = 17,094 > 1.65882. This result state that variable *Environment Work* influential individually \_ to *Satisfaction work*.

#### 4.1.2. Test t Sub- Structural 2

Tabel 2. Test t Sub- Structural 2

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Beta Errors	t	Sig.	
(Constant)	2,203	1,684	1,308	0.193	
1 TOTALLK a. Dependent Variable	0.489 TOTAL KK	0.2310.742	8.109	0.000 KK	

Table 2 sig. value of 0.000 indicates that there is influence significant from *Environment Work* to *Satisfaction Work* because  $0.000 < 0.05$  is level significant. Could is known t table value is 1.65882. Result of hypothesis test t, on the variable *EnvironmentWork* showing t count is 17094, which means that t count > t critical = 17094 > 1.65882. Results this state that variable *Compensation* influential in a manner individualto *Satisfaction work*.

#### 4.1.3. Test t Sub- Structural 3

Tabel 3. Uji t Sub-Struktural 3

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-991	1.471		-673	0.520
1 TOTALLK	0.238	0.052	0.396	4,625	0.000
TOTALLK a. Dependent Variables	0.353 TOTAL KK	0.070	0.430		0.000 KK

Source: SPSS Processing Data 21, 2021 statement table 3 have meaning as following:

- 1) Mark sig. as big 0.000 showing that there is influence which significant from variable *Environment Work* to *Performance* because  $0.000 > 0.05$  is level significant.
- 2) Mark sig. as big 0.000 showing that there is influence which significant from variable *Compensation* to *Performance* because  $0.000 < 0.05$  is level significant.

Mark t table on 110 is 1.65882. Then:

1. On variables *Environment Work* shows t count is 4625, that is showing that  $t_{count} > t_{critical} = 4,625 > 1.65882$ . Results this state that variable *Environment Work* (X) influential in a manner significant to *Performance* (Y).
2. On variable *Compensation* show t count as big 5027. Which show that  $t_{count} > t_{critical} = 5027 > 1.65882$ . Results this stated that variable *Compensation* (Z) influential in a manner significant to *customers loyalty* (Y).

#### 4.2. Test F

**Table 4. Test FANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2076.048	2	1038.024	122.697	.000b
	Residual	1285.927	152	8.46		
	Total	3361.974	154			

a. dependent Variables: K

b. predictors : (Constant), LK, comp

Source: Data Results Processing SPSS 21, 2021

Based on table 4 results test F, is known mark F count as big significance 0.000, Which means study this have appropriateness model which worthy with reference mark significance  $> 0.05$ .

##### 4.2.1. Test Regression linear Simple

Test regression linear simple used for knowing influence among one variable independent with one variable dependent. Linear regression test results simple could see on table following:

**Table 5. Test Regression linear Simple Coefficients<sup>a</sup>**

Standardized Coefficients	Unstandardized models					
	B	std. Error	Betas	t	Sig	
	(Constant)	2,203	1,684		1.308	0.193
1	TOTALLK	0.594	0.035	0.810	17,094	0,000

Source: Data Results Processing SPSS 21, 2021

Based on table 5 so equality regression linear double could be read as follows :  $Z = 2.203 + 0.594 LK$  Known count T value 17094  $>$  T table 1976 and value significance  $0.000 < 0.05$ , then can pulled conclusion that variable *Environment Work* (X) influential to *Satisfaction Work* (Z).

##### 4.2.2. Test Regression linear Simple

Test regression linear simple used for knowing influence among one variable independent with one variable dependent. Results test regression linear simple could see on table following

**Table 6. Test Regression linear Simple**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		standardized Coefficients	t	Sig
		B	std. Error	Betas		
	(Constant)			2,203	1,6841,3080,193	
1	TOTALLK	<b>0.623</b>	0.035	<b>0.742</b>		<b>3.4630.001</b>

Based on table 6 so equality regression linear double could be read as follows:  $Z = 2.203 + 0.594 \text{Comp}$  Known count T value  $17094 > T \text{ table } 1976$  and value significance  $0.000 < 0.05$ , then can pulled conclusion that variable *Environment Work* (X) influential to *Satisfaction Work* (Z).

#### 4.2.3. Test Regression linear Simple

Test regression linear simple used for knowing influence Among one variable independent with one variable dependent. Linear regression test results simple could see on table following:

Table 7. Test Regression linear Simple

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		standardized Coefficients	t	Sig
		B	Std. Error	Betas		
	(Constant)	2,203	1,684		1,308	0.193
1	TOTALLK	0.623	0.110	0.476	3,502	0.001

Based on table 7 so equality regression linear double could be read as follows :  $Y = 2.203 + 0.387KK$  Known count T value  $3.502 > T \text{ table } 1976$  and mark significance  $0.001 < 0.05$ , then can pulled conclusion that variable *Satisfaction Work* (Z) influential to variable *Performance* (Z).

#### 4.2.4. Test Regression linear Double

Regression test double linear done for knowing influence among two variable independent with one variable dependent. Multiple linear regression test results could see on table following.

Table 8. Test Regression linear Double

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		standardize d Coefficients	t	Sig
			std. Error	Betas		
	(Constant)	-0.991	1.471		-0.673	0.520
	TOTALLK	0.238	0.052	0.396	4,625	0.000
	TOTAL comp	0.353		0.430		0.000

Based on table 8 so estimate equality regression linear double could be read as following:  $Y \text{ (Performance)} = -0.991 + 0.238LK + 0.353\text{Comp}$

Based on equality regression linear double on so result are:

- 1) Mark constant which got is as big (-0.991) equivalent with 0, it means if *Environment Work* and *Compensation* value is 0, then *Performance* has mark as big (-0.991).
- 2) Mark coefficient regression variable *Environment Work* as big 0.238, it means if *Environment Work* experience increase as big 1 unit, so *Performance* will experience enhancement as big 0.238 with assumption variable independent other worth stay.
- 3) Mark coefficient regression variable *Compensation* as big 0.353 it means if *Compensation* experience increase as big 1 unit, so *Performance* will experience enhancement as big 0.353 with assumption variable independent other worth stay.

#### 4.3. Analysis Track

In study this results test *path analysis* shared Becomes sub- structural which caused exists *satisfaction interventions Work* (Z) and will explained one one by one as following:

Table 8. Results Test Influence Variable X and Z to Y

Variabel	Koefisien Jalur	Langsung	Pengaruh Tidak Langsung	Total
Lingkungan Kerja terhadap Kinerja	0,396	0,396		0,396
Kompensasi terhadap Kinerja	0,430	0,430		0,430
Kepuasan Kerja terhadap Kinerja	0,476	0,476		0,476
Lingkungan Kerja dengan Kepuasan Kerja sebagai Intervening Kepuasan Kerja sebagai Intervening	0,810	0,810	(0,810x0,476)	0,385

Based on table 8 on so could concluded as following :

- 1) Coefficient track *Environment Work* (X 1 ) to *Satisfaction Work* (Z) is 0.810
  - 2) Coefficient track *Compensation* (X 2 ) to *Satisfaction Work* (Z) is 0.742
  - 3) Coefficient track *Satisfaction Work* (Z) to *Performance* (Y) is 0.476
  - 4) Coefficient track *Environment Work* (X 1 ) to *Performance* (Y) is 0.396
  - 5) Coefficient track *Compensation* (X 2 ) to *Performance* (Y) is 0.430
- Could state that variable *Satisfaction Work* (Z) no is variable intervenewhich strengthen but precisely weaken influence live from variable independent. For variable *Environment Work* (X 1 ) influence live more big from influence no directly (0.396 > 0.385) , likewise with variable *Compensation* (X 2 ) (0.430 > 0.353)

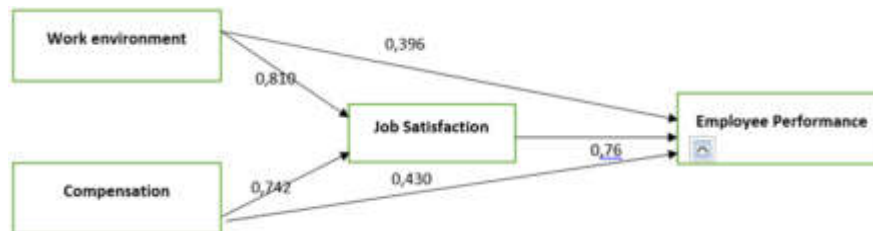


Figure 1. Coefficient Every Track

Following is discussion from the results of the main test that has been done before testing *main test*, researcher do a *pre* -test especially first aim \_ for ensure that questions which has filed in questionnaire study worthy and reliable. Results test validity, if compared to mark r count with mark table on each variable, then all question the questionnaire used in study this stated valid. Could see that each variable from variable *Environment work*, *Compensation* and *Performance* have due valid result mark correlation pearson which is morebig from the value of N 110 is 0.187. Based on results test reliability, mark *Cronbach's Alpha* 0.70 for variable *Environment Work* as big 0802, variable *Compensation* as big 0734, and variable *Satisfaction Work* as big 0.823 and variable *Performance* as big 0.775. Could concluded that mark it was stated reliable because more big from 0.70.

## 5. CONCLUSION

Based on study which has done by researcher about influence Environment Work to Compensation and its impact on Satisfaction Work name studios, so researcher could conclude results study as following Environment Work influential significant to Satisfaction Work , Compensation influential significant to Satisfaction work , Environment Work influential significant to Performance, Compensation influential significant on Performance, Satisfaction Work influential significant on Performance. Based on analysis path made \_ that intervening variable ie Satisfaction Work no give more influence \_ big seen from mark beta coefficient from each variable independent to variable dependent .

## REFERENCE

- [1] R. Velada, A. Caetano, J. W. Michel, B. D. Lyons, and M. J. Kavanagh, "The effects of training design, individual characteristics and work environment on transfer of training," *Int. J. Train. Dev.*, vol. 11, *Analysis Of The Role Of Job Satisfaction As A Mediating Compensation And Work Environment Relationships To Employee Performance*, **Djoko Soelistya et al**

- no. 4, pp. 282–294, 2007.
- [2] A. A. R. Fernandes, *Metodologi Penelitian Kuantitatif Perspektif Sistem: Mengungkap Novelty dan Memenuhi Validitas Penelitian*. Universitas Brawijaya Press, 2018.
  - [3] E. Hariyanto, R. Purnomo, and I. R. Bawono, “Desain Pelatihan, Dukungan Organisasional, Dukungan Supervisor dan Self-Efficacy sebagai Faktor Penentu Keefektifan Transfer Pelatihan,” *J. Siasat Bisnis*, vol. 15, no. 2, 2011.
  - [4] L. B. Hammer, E. E. Kossek, N. L. Yragui, T. E. Bodner, and G. C. Hanson, “Development and validation of a multidimensional measure of family supportive supervisor behaviors (FSSB),” *J. Manage.*, vol. 35, no. 4, pp. 837–856, 2009.
  - [5] Y. Uhing, “PENGARUH PENGALAMAN KERJA DAN MOTIVASI TERHADAP KINERJA KARYAWAN RUMAH MAKAN DI MANADO,” *J. EMBA J. Ris. Ekon. Manajemen, Bisnis dan Akunt.*, vol. 7, no. 1, 2019.
  - [6] E. Elbadiansyah, “Manajemen Pendidikan.” IRDH, 2018.
  - [7] S. A. N. T. Dewi and A. Dwirandra, “Pengaruh Dukungan Manajemen Puncak, Kualitas Sistem, Kualitas Informasi, Pengguna Aktual dan Kepuasan Pengguna terhadap Implementasi Sistem Informasi Keuangan Daerah di Kota Denpasar,” *E-Jurnal Akunt.*, vol. 4, no. 1, pp. 196–214, 2013.
  - [8] W. Ariesty, “Pengaruh Relationship Satisfaction Dalam Business Performance,” *DeReMa J. Manaj. Vol. 13 No*, vol. 2, pp. 248–249, 2018.
  - [9] R. Agustina, S. Soedjatmiko, and Z. Zainab, “PENGARUH DUKUNGAN ATASAN, PELATIHAN DAN SUMBER DAYA MANUSIA TERHADAP KEGUNAAN SISTEM INFORMASI AKUNTANSI KEUANGAN DAERAH PADA SKPD DI PEMERINTAHAN KOTA BANJARMASIN,” *Din. Ekon. Ekon. Dan Bisnis*, vol. 12, no. 2, pp. 375–389, 2019.
  - [10] N. R. Sari, T. Taufik, and R. A. Hanif, “Pengaruh Kejelasan Tujuan, Dukungan Atasan Dan Pelatihan Terhadap Kegunaan Sistem Akuntansi Keuangan Daerah Dengan Konflik Kognitif Dan Konflik Afektif Sebagai Variabel Intervening (Studi Empiris Pada Satuan Kerja Perangkat Daerah Kabupaten Indragiri Hili.” Riau University, 2017.
  - [11] V. Ardiansyah, “PENGARUH KNOWLEDGE SHARING DAN TRANSFER OF TRAINING TERHADAP KINERJA PEGAWAI BALAI WILAYAH SUNGAI SULAWESI IV PROVINSI SULAWESI TENGGARA,” *Mega Akt. J. Ekon. dan Manaj.*, vol. 8, no. 2, pp. 128–142, 2019.
  - [12] J. K. R. Rolos, S. A. P. Sambul, and W. Rumawas, “Pengaruh beban kerja terhadap kinerja karyawan pada PT. Asuransi Jiwasraya Cabang Manado Kota,” *J. Adm. Bisnis*, vol. 6, no. 004, pp. 19–27, 2018.
  - [13] N. Nanincova, “Pengaruh Kualitas Layanan Terhadap Kepuasan Pelanggan Noach Cafe And Bistro,” *Agora*, vol. 7, no. 2, 2019.
  - [14] K. Akhyadi, “Pengembangan sumber daya manusia,” *Bandung Alf*, 2015.
  - [15] M. Jailani, “Kredibilitas Pemimpin Terhadap Kinerja Pegawai Dinas Pengendalian Lahan dan Tata Ruang Kabupaten Kutai Timur,” *J. Paradig.*, vol. 1, no. 3, pp. 402–419, 2017.
  - [16] I. Irwan and K. Adam, “Metode partial least square (PLS) dan terapannya (Studi kasus: analisis kepuasan pelanggan terhadap layanan PDAM unit camming kab. Bone),” *Teknosains Media Inf. Sains dan Teknol.*, vol. 9, no. 1, pp. 53–68, 2015.
  - [17] R. T. Hermawan and S. Hasibuan, “Analisis pengaruh tingkat pengalaman dan coaching style terhadap kualitas kepemimpinan manajer proyek dalam upaya peningkatan produktivitas di pt. Jci,” *J. Pasti*, vol. 11, no. 1, pp. 84–97, 2016.
  - [18] R. Agustina, M. Yusuf, O. S. J. Sutiyani, R. Ardianto, and N. Norvadewi, “EMPLOYEE PERFORMANCE MEDIATED QUALITY OF WORK LIFE RELATIONSHIP SATISFACTION ON THE JOB AND ORGANIZATIONAL COMMITMENT,” *J. Darma Agung*, vol. 30, no. 2, pp. 589–605, 2022.
  - [19] D. N. C. Atra, Y. Yeti, B. Rahayu, and M. Yusuf, “EFFECT OF COMPETENCE AND COMPENSATION ON EMPLOYEE PERFORMANCE,” *J. Innov. Res. Knowl.*, vol. 2, no. 6, pp. 2477–2482, 2022.
  - [20] Rio Haribowo, I. Moridu, M. Rafid, K. Kamar, and M. Yusuf, “COMPARATIVE ANALYSIS OF INDONESIAN HOUSEHOLD CONSUMPTION EXPENDITURE 2018-2021 By,” *J. Innov. Res. Knowl.*, vol. 2, no. 8.5.2017, pp. 2003–2005, 2022.