

The Effect of Generational Gap and Compensation on Employee Performance Through Job Satisfaction (at CV. Citra Surya Abadi)

Aida Fuji Henarti¹, Sri Wahyuningsih²

Faculty of Economics and Business, Management Study Program, Pelita Bangsa University, Indonesia

Article Info

Keywords:

Compensation,
Employee Performance,
Job Satisfaction,
Generation Gap.

ABSTRACT

Improving employee performance is crucial for a company's success as it directly impacts organizational effectiveness and efficiency. Performance is assessed based on quality, quantity, timeliness, and teamwork in achieving the company's objectives. Job satisfaction serves as a key factor influencing individual performance and overall organizational productivity. It is affected by several factors, including the work environment, compensation system, interpersonal relationships, and career development opportunities. This study aims to analyze the effect of generational gaps and compensation on employee performance, with job satisfaction as a mediating variable. Using a quantitative survey method involving 80 respondents, the data were analyzed through instrument testing and hypothesis testing. The results indicate that generational gaps, compensation, and job satisfaction each have a positive and significant effect on employee performance. Furthermore, both generational gaps and compensation positively influence job satisfaction, and job satisfaction successfully mediates the relationship between these variables and employee performance at CV. Citra Surya Abadi.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license



Corresponding Author:

Aida Fuji Henarti
Faculty of Economics and Business, Management Study Program,
Pelita Bangsa University
Jl. Inspeksi Kalimalang No.9, Cibatu, Cikarang Selatan. Kab. Bekasi,
Jawa Barat 17530
aidafujih@gmail.com

INTRODUCTION

Human resources (HR) are the most valuable asset for organizations because they play an important role in achieving goals and competitive advantage. In this competitive era of globalization, companies are required to have competent, productive, and adaptive human resources. The success of companies, such as CV. Citra Surya Abadi, which is engaged in automotive subcon services, is highly dependent on the performance of its employees. However, data shows that the company's production results fluctuate, indicating instability in employee performance. Factors such as generational gaps, compensation, and job satisfaction are suspected to be the main causes of this decline in productivity (Tinggi et al., 2022).

Job satisfaction is an important factor that reflects the extent to which employees feel satisfied with their work. This satisfaction is influenced by compensation, work environment, and relationships between employees. Satisfied employees will be motivated to work better,

while dissatisfaction can reduce morale and loyalty. On the other hand, the generation gap poses a unique challenge for companies because each generation has different values, work styles, and expectations. The younger generation, for example, demands more flexibility and opportunities for self-development than the previous generation, which valued stability more. Disharmony between generations can affect communication and collaboration within teams, which ultimately impacts performance (Safitri, 2024).

In addition, compensation also plays an important role in increasing employee motivation and loyalty. A compensation system that is fair, transparent, and commensurate with job responsibilities can boost productivity and job satisfaction. Conversely, inadequate compensation can lead to dissatisfaction and decreased performance. Thus, human resource management that addresses generational gaps, compensation fairness, and increased job satisfaction is an important strategy in maintaining employee stability and performance effectiveness. Based on this description, this study is entitled "The Effect of Generational Gaps and Compensation on Employee Performance through Job Satisfaction (A Study at CV. Citra Surya Abadi)", which aims to analyze the relationship between these variables and provide recommendations for improving employee performance and welfare (Mayangsari & Sari, 2025).

Theory serves to explain, predict, and control phenomena based on systematic concepts and propositions (Sugiyono, 2019). In this study, the theory focuses on four main variables: employee performance, job satisfaction, generational gap, and compensation. Employee performance is the result of an individual's work in carrying out their duties according to their responsibilities, measured by quality, quantity, timeliness, effectiveness, and independence (Ibrahim et al., 2021). Factors that influence performance include the work environment, motivation, and a pleasant working atmosphere (Ayunasrah et al., 2022). Performance appraisal serves to determine the level of success of employees in achieving organizational goals (Piri et al., 2022).

Job satisfaction is a positive emotional state that arises from an individual's assessment of their work (Rulianti & Nurpribadi, 2023). This satisfaction is influenced by opportunities for development, job security, compensation, management systems, supervision, the work environment, and social relationships in the workplace (Isyandi et al., 2022). Indicators of job satisfaction include job content, wages, promotions, supervision, and relationships with coworkers (Setiani & Febrian, 2023). High levels of job satisfaction encourage motivation and increase productivity.

The generation gap describes the differences in values, behavior, and mindsets between age groups working within an organization (Kartika, 2024). These differences can affect communication, work styles, and expectations regarding work. The younger generation tends to be adaptive to technology and prioritizes flexibility, while the older generation values loyalty and stability more (Riyani et al., 2023). Indicators of the generation gap include differences in the use of technology, communication styles, and work values and expectations between generations.

Compensation is the reward received by employees for their contributions to the company, both in financial form (salaries, incentives, allowances) and non-financial form

(facilities, awards, career development) (Fauzan, 2022; Anis, 2022). Fair, transparent, and responsible compensation encourages motivation and job satisfaction, while an unbalanced system can reduce performance (Wandi et al., 2022).

Previous studies have shown that compensation and job satisfaction have a positive and significant effect on performance (Putri et al., 2024; Maizar et al., 2023), while the generation gap can affect satisfaction and performance depending on how companies manage it (Siregar et al., 2023; Andrade et al., 2024). Based on previous theories and research, this study's conceptual model examines the effect of generational gap and compensation on employee performance, with job satisfaction as a mediating variable.

METHODS

This study is entitled "The Effect of Generational Gap and Compensation on Employee Performance through Job Satisfaction at CV. Citra Surya Abadi" and uses a quantitative approach with the aim of explaining the relationship between variables through numerical data analyzed statistically. According to Sugiyono (2019), quantitative methods are based on positivism philosophy and are used to test theories and measure phenomena objectively. The research design involves four main variables: generation gap (X1) and compensation (X2) as independent variables, job satisfaction (Z) as a mediating variable, and employee performance (Y) as a dependent variable. The research population consists of all 80 employees of CV. Citra Surya Abadi. The sampling technique used saturated sampling (total sampling) because the entire population was used as the sample, in accordance with the characteristics of research with a small population and a high level of generalization (Sugiyono, 2019).

Data collection methods were carried out in three ways, namely Observation, which is direct observation of activities and working conditions at CV. Citra Surya Abadi. Literature study, by reviewing relevant literature, journals, and theories. Questionnaires, which were distributed to all employees via Google Forms to obtain quantitative data that could be statistically analyzed. Data sources included primary data, obtained directly from the survey results of respondents, and secondary data, in the form of additional information from journals, articles, company reports, and other supporting documents relevant to the study. The data analysis method used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software. According to Ghazali & Latan (2017), PLS is a powerful analysis method because it does not require data normality assumptions and is suitable for use with small and large sample sizes. This model is used to analyze direct and indirect relationships between latent variables based on established theory.

RESULTS AND DISCUSSION

CV. Citra Surya Abadi was established on May 22, 2018, by Mr. Suherman and Mr. Suhendrik on a 500-square-meter plot of land. The company is engaged in automotive subcontracting

services, specializing in the finishing of spare parts, such as deburring and buffing, which are carried out both manually and with machines. This company plays an important role in the final stage of production and collaborates with PT Mitra Metal Perkasa and PT Bumi Putra Manufaktur, which produce aluminum casting, stamping, brushless direct current (BLDC), and cookware parts. This study involved 80 employees of CV. Citra Surya Abadi as respondents. Data analysis was conducted using a measurement model (outer model) to test the validity and reliability of the research instrument. The convergent validity test results showed that of the total 34 statement items, 32 items were declared valid with an outer loading value above 0.60, while 2 items did not meet the criteria. This indicates that most of the research indicators were able to measure the intended construct validly.

Average Extracted Variant (AVE)

Analysis in the AVE measurement model can help compare each construct with the correlations between other constructs in the model. According to (Ghozal, 2021), the Average Variance Extracted (AVE) value must be > 0.50 .

Table 1. Average Extracted Variance (AVE) Values

	Average Varian Extracted (AVE)
Job Satisfaction (Z)	0,519
Generation Gap (X1)	0,615
Employee Performance (Y)	0,569
Compensation (X2)	0,597

Source: Data processed by researchers, 2025

Based on the data in the table above, it shows that all constructs have an AVE value > 0.50 . Thus, the results obtained indicate that the measurement evaluation has good validity through the Average Variance Extracted (AVE) measurement model and means that all constructs meet the discriminant validity criteria.

Reliability Test

Reliability testing was conducted to prove the consistency, accuracy, and precision of the instrument in measuring the construct. To measure the reliability of a construct in SEM-PLS, several methods can be used, namely Cronbach's Alpha > 0.60 for all constructs and Composite Reliability > 0.70 . The results of Cronbach's Alpha and Composite Reliability can be seen in the table below:

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability
Kepuasan Kerja (Z)	0,867	0,896
Kesenjangan Generasi (X1)	0,874	0,905
Kinerja Karyawan (Y)	0,876	0,898
Kompensasi (X2)	0,856	0,888

Source: Data processed by researchers, 2025

Based on the data processed from SmartPLS version 3 in Table 4.7, it shows that all variables have a Cronbach's Alpha value > 0.60 and a Composite Reliability value > 0.70 . Therefore, it can be concluded that all constructs tested have good reliability in accordance with the minimum required limit and it can be said that from the test results, each indicator of each variable is reliable, accurate, consistent, and appropriate for measuring the variable. Thus, the test can be continued by testing the structural model.

Hypothesis Testing

Hypothesis testing in this study is based on the results of Partial Least Square (PLS) analysis by applying Bootstrapping and using a confidence level of 95% (alpha 5%). The hypothesis in this study is described as follows: if the T-statistic > 1.96 , then the hypothesis is accepted. If the T-statistic < 1.96 , then the hypothesis is rejected. If the P-Value > 0.05 , then the hypothesis is rejected. The following is the model after extensive testing using the bootstrapping method, which can be seen in the image below:

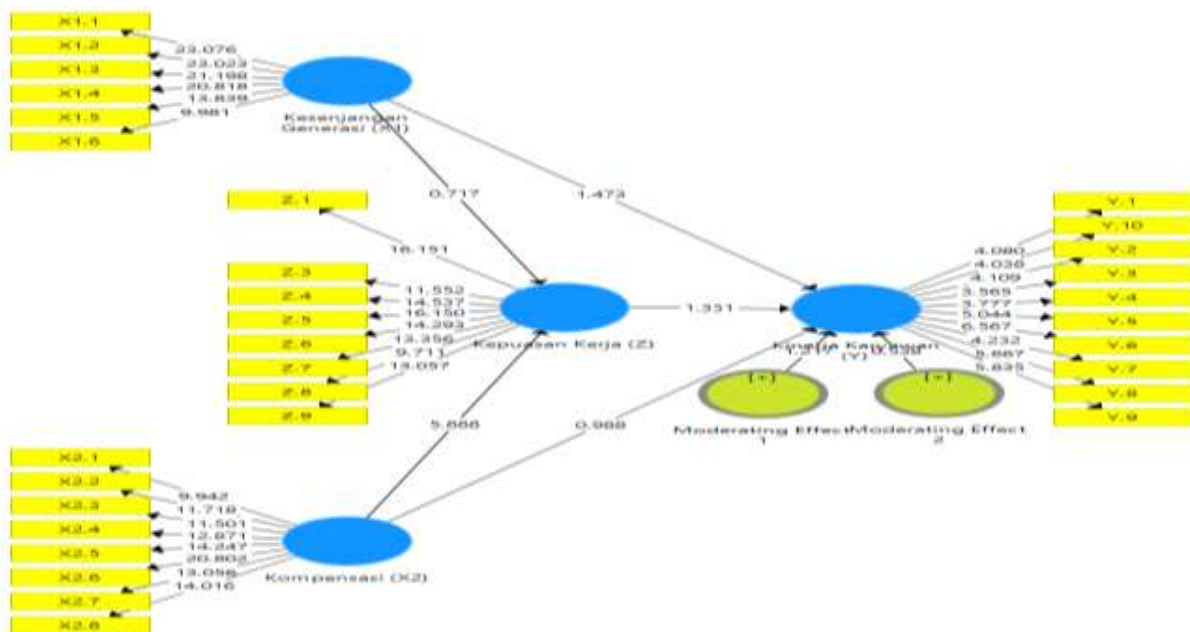


Figure 1. Bootstrapping Test Results

Source: Data processed by researcher, 2025

Based on the results of hypothesis testing using the Structural Equation Modeling (SEM) model, this study shows that all variables have a significant effect. First, generational gap has a significant effect on employee performance with a T-statistic value of $2.473 > 1.96$ and a P-value of $0.001 < 0.05$, which means that the better the management of generational differences, the higher the employee performance. Second, compensation has a significant effect on employee performance (T-statistic 2.988; P-value 0.000), indicating that fair and proportional compensation increases motivation and work productivity. Third, job satisfaction

has a significant effect on employee performance (T-statistic 2.331; P-value 0.003), confirming that the higher the satisfaction, the better the performance. Fourth, the generation gap has a significant effect on job satisfaction (T-statistic 3.717; P-value 0.000), meaning that harmonious working relationships between generations can create higher job satisfaction. Fifth, compensation also has a significant effect on job satisfaction (T-statistic 5.888; P-value 0.000), indicating that an appropriate reward system increases employee comfort and loyalty.

Furthermore, the results show that job satisfaction mediates the effect of generational gap on employee performance (T-statistic 3.490; P-value 0.004) and mediates the effect of compensation on employee performance (T-statistic 2.252; P-value 0.002). Thus, it can be concluded that both generational gap and compensation directly and indirectly have a significant effect on performance through job satisfaction. These results support previous studies such as Yumiko & Saryatmo (2024), Rizky & Sopandi (2024), and Emita et al. (2022), which confirm that job satisfaction is an important factor in improving performance through harmonious generation management and fair compensation in the work environment of CV. Citra Surya Abadi.

CONCLUSION

Based on the results of the data analysis described in the previous chapter, it can be concluded that the generation gap has a positive and significant effect on employee performance at CV. Citra Surya Abadi. Compensation has a positive and significant effect on employee performance at CV. Citra Surya Abadi. Job satisfaction has a positive and significant effect on employee performance at CV. Citra Surya Abadi. The generation gap has a positive and significant effect on employee job satisfaction at CV. Citra Surya Abadi. Compensation has a positive and significant effect on employee job satisfaction at CV. Citra Surya Abadi. Job satisfaction mediates the effect of the generation gap on employee performance at CV. Citra Surya Abadi. Job satisfaction mediates the effect of compensation on employee performance at CV. Citra Surya Abadi.

REFERENCE

- Adanlawo, E. F., Nkomo, N. Y., & Vezi-Magigaba, M. F. (2023). Compensation as a motivating factor of job satisfaction and performance. *International Journal of Research in Business and Social Science* (2147-4478), 12(3), 131–139. <https://doi.org/10.20525/ijrbs.v12i3.2474>
- Andrade, M. S., Westover, J. H., Clark, S., & Schill, A. (2024). *Job Satisfaction and Generational Difference: The Shifting Nature of the Workplace*. 24(3), 1–20.
- Anis, S. M. (2022). Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Motivasi Kerja Pegawai Pada Dinas Pekerjaan Umum Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 5(1), 1–9. <https://jurnal.uniraya.ac.id/index.php/jim/article/view/576>
- Aprilia, I., & Effendi, M. (2024). Pengaruh Kompensasi Terhadap Kinerja Karyawan CV. Mega Anugerah Kudus. *Trending: Jurnal Ekonomi, Akuntansi Dan Manajemen*, 2(3). <https://doi.org/10.30640/trending.v2i3.2729>
- Ardi, M., Hasyim, N., Hidayat, S., & Riezky Hutama, F. (2023). *Jurnal Riset Manajemen Indonesia (Jrmi)*. Juli, 5(3), 2023. <https://jurnal.pascabangkinang.ac.id/index.php/jrmi>
- Aryanti, I., & Perkasa, H. D. (2024). The Effect of Leadership Compensation and Work Discipline on Employee Performance (Study at PT Panca Putra Solusindo Jakarta). *Journal of Multidisciplinary in Social Sciences*,

- 1(4), 98–108.
- Ayunasrah, T., Ratnawati, R., Diana, R., & Ansari, A. (2022). Pengaruh Lingkungan Kerja terhadap Kinerja Pegawai dengan Kepuasan Kerja sebagai Variabel Mediasi pada Dinas Lingkungan Hidup Kabupaten Bener Meriah. *Jurnal Ilmiah Ilmu Manajemen*, 4(1), 1–10. <https://doi.org/10.55542/juim.v4i1.147>
- B. Isyandi, Agus Taufiq, & Saputra, T. (2022). Faktor-Faktor Yang Mempengaruhi Kepuasan Kerja Karyawan Rumah Sakit Mata Pbec. *Jurnal Ilmiah Ekonomi Dan Bisnis*, 19(2), 172–179. <https://doi.org/10.31849/jieb.v19i2.7169>
- Baqi, F. A., & Indradewa, R. (2021). The Effect of Compensation on Job Satisfaction of Permanent Employees and Contract Employees PT. Sumber Alfaria Trijaya Tbk (Alfamart). *American International Journal of Business Management (AIJBM)*, 4(8), 144–151.
- Budi, H. I. S. (2021). Minimalisir Konflik dalam Gap Generasi Melalui Pendekatan Komunikasi Interpersonal. *Jurnal Teologi Injili*, 1(2), 72–87. <https://doi.org/10.55626/jti.v1i2.11>
- Caniago, R., Handoko, B., & Pentana, S. (2024). Dampak Kompensasi, Beban Kerja dan Pengembangan Sumber Daya Manusia Terhadap Kepuasan Kerja pada PT. Perkebunan Nusantara IV (Persero) Medan. 2(4).
- Emita, I., Siregar, O., & Sugeng, I. S. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Frisian Flag. *Jurnal Ilmiah Multidisiplin*, 1(06), 80–90. <https://doi.org/10.56127/jukim.v1i06.439>
- Fauzan, A. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan Yang Dimediasi Oleh Kepuasan Kerja Dan Motivasi Karyawan di Perusahaan Manufaktur. *Jurnal Ilmiah MEA*, 6(2), 1860–1880.
- Fitriya, A., & Kustini, K. (2022). Pengaruh Pengawasan terhadap Disiplin Kerja. *Reslaj: Religion Education Social Laa Roiba Journal*, 5(3), 634–649.
- Ghozali, I., & Latan, H. (2017), Partial Least Square: Konsep, Metode, dan Aplikasi menggunakan program SmartPLS 3.0, Edisi ke-3, Semarang: Badan.
- Gilman, Saputra, Lubis, Azahara, Yulanda, & Riofita. (2023). Pengaruh Kompensasi Terhadap Kepuasan Kerja Dan Kinerja Karyawan. *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 35(2), 53–59. <https://jptam.org/index.php/jptam/article/view/11829>
- Hidayat, A. (2021). Pengaruh Motivasi, Komunikasi Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Samudera Indonesia Tbk. *E-Jurnal Ilmu Manajemen (JIMMU)*, 6(1), 253981.
- Ibrahim, F. E., Djuhartono, T., & Sodik, N. (2021). Pengaruh Kerjasama Tim Terhadap Kinerja Karyawan Di Pt Lion Superindo. *Jurnal Arastirma*, 1(2), 316. <https://doi.org/10.32493/arastirma.v1i2.12369>
- Iriani, N. I., Sasongko, T., Rifai, M., Indrihastuti, P., & Yanti, D. A. (2022). Journal of Business and Management Studies Leadership Style, Compensation and Competence Influence on Employee Performance through Job Satisfaction. *Journal of Business and Management Studies*, 5(1), 38–49. <https://doi.org/10.32996/jbms>
- Jufrizen, J. (2021). Pengaruh Fasilitas Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Sains Manajemen*, 7(1), 35–54. <https://doi.org/10.30656/sm.v7i1.2277>
- Kamil Hafidzi, M., Zen, A., Alamsyah, F. A., Tonda, F., & Oktarina, L. (2023). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, dan Kompensasi Terhadap Kinerja Karyawan dengan Motivasi Sebagai Variabel Intervening (Literature Review Manajemen Sumber Daya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, 4(6), 990–1003. <https://doi.org/10.31933/jemsi.v4i6.1625>
- Kartika, D. A. (2024). Analisis Pola Komunikasi Organisasi dalam Kesenjangan Generasi di PT Pertamina Bina Medika IHC. *Prosiding Seminar Nasional Pemberdayaan Masyarakat (SENDAMAS)*, 3(1), 172. <https://doi.org/10.36722/psn.v3i1.2536>
- Maizar, Indra Nara Persada, & Septa Diana Nabella. (2023). the Influence of Compensation, Training, Competence and Work Discipline on Employee Performance Pt. Luas Retail Indonesia. *International Journal of Accounting, Management, Economics and Social Sciences (IJAMESC)*, 1(4), 291–303. <https://doi.org/10.61990/ijamesc.v1i4.37>
- Marisanda Marisanda, Rasidah Nasrah, & Hendri Irawan. (2023). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Jasa Raharja (Persero) Cabang Solok. *Jurnal Riset Manajemen*, 1(2), 1–13. <https://doi.org/10.54066/jurma.v1i2.250>
- Miftahul Jannah, Noniya Dewinta Anggi Ritonga, & Muhammad Farhan. (2023). Tantangan Komunikasi Antar-generasi dalam Lingkungan Kerja Organisasi Modern. *SABER: Jurnal Teknik Informatika, Sains Dan Ilmu*

- Komunikasi*, 2(1), 70–81. <https://doi.org/10.59841/saber.v2i1.648>
- Muktamar, A., Jenita, Munizu, M., Astuti, A. K., & Putra, A. S. B. (2024). the Influence of Organizational Commitment, Work Motivation, and Compensation on Employee Performance and Employee Satisfaction. *Edunomika*, 08(01), 1–9.
- Mulyadi, A., & Pancasasti, R. (2021). Upaya Meningkatkan Kinerja Karyawan Melalui Motivasi. *Technomedia Journal*, 7(1), 11–21. <https://doi.org/10.33050/tmj.v7i1.1754>
- Nabil, N., & Dwiridotjahjono, J. (2024). Al-Kharaj: Jurnal Ekonomi , Keuangan & Bisnis Syariah Al-Kharaj: Jurnal Ekonomi , Keuangan & Bisnis Syariah. *Al-Kharaj: Jurnal Ekonomi , Keuangan & Bisnis Syariah*, 6(2), 2547–2562. <https://doi.org/10.47467/alkharaj.v6i2>
- Novita, E., Prasetio, A. P., & Sary, F. P. (2022). Pengaruh Kompensasi Terhadap Kinerja Karyawan Studi Kasus Pada Pt Xyz. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6(3), 505–517. <https://doi.org/10.31955/mea.v6i3.2369>
- Nurlina, N. (2022). Examining Linkage Between Transactional Leadership, Organizational Culture, Commitment and Compensation on Work Satisfaction and Performance. *Golden Ratio of Human Resource Management*, 2(2), 108–122. <https://doi.org/10.52970/grhrm.v2i2.182>
- Piri, A. S., Dotulong, L. O. ., & Pandowo, M. H. C. (2022). Analisis Penilaian Kinerja Dan Insentif Terhadap Kinerja Karyawan Pada PT. Manado Dive Club. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(2), 389. <https://doi.org/10.35794/emba.v10i2.39353>
- Putri, F. R., & Supriadi, Y. N. (2022). Pengaruh Kompensasi, Lingkungan Kerja, dan Organizational Citizenship Behavior (OCB) Terhadap Kepuasan Kerja Karyawan PT Patra Badak Arun Solusi. *Jurnal Manajemen Motivasi*, 18(1), 10. <https://doi.org/10.29406/jmm.v18i1.3707>
- Putri, S. Y., Gumilar, D., & Mubarok, D. A. A. (2024). The Influence of Workload, Compensation and Work Motivation on Job Satisfaction at Al-Islam Hospital Bandung. *Dinasti International Journal of Management Science (DIJMS)*, 5(3), 589–597. <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=bth&AN=175890220&site=ehost-live&custid=s4121186>
- Rachmad, Y. E., Faisal Abubakar, Ilham Arief, Sri Hartati, & Desi Kristanti. (2023). The Influence of Organizational Culture, Educational Background and Compensation on Employee Performance at National Sharia Bank. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 9(2), 327–332. <https://doi.org/10.35870/jemsi.v9i2.1038>
- Reni Razmayanti, A., & Fajar Kusuma, S. (2024). Pengaruh Kompensasi, Loyalitas Karyawan Dan Pengembangan Karier Terhadap Kinerja Karyawan Hotel Sari Ater Kamboti Bandung. *Manajemen: Jurnal Ekonomi*, 6(1), 206–215. <https://doi.org/10.36985/nrjb2g03>
- Riyani, M., Asnawi, A., Hanafiah, H., Aprilia, R., & Rahman, A. (2023). Rumpangnya Penguatan Pendidikan Karakter Di Tengah Gap Generasi. *Refleksi Edukatika : Jurnal Ilmiah Kependidikan*, 13(2), 199–210. <https://doi.org/10.24176/re.v13i2.8849>
- Riza, F., & Fazri, A. (2023). Pengaruh Kompensasi Terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening di Pertamina Hulu Rokan Zona 1 Jambi. *Jurnal Manajemen Terapan Dan Keuangan (Mankeu)*, 12(04), 1086–1100.
- Rizky, M., & Sopandi, A. (2024). *Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Pt. Hype Gastro Indonesia Bsd Tangerang Selatan*. September, 2586–2596. <https://jicnusantara.com/index.php/jiic>
- Rulianti, E., & Nurpribadi, G. (2023). Pengaruh Motivasi Kerja, Lingkungan Kerja dan Pengembangan Karir Terhadap Kepuasan Kerja Karyawan. *Jesya*, 6(1), 849–858. <https://doi.org/10.36778/jesya.v6i1.1011>
- Safrida, S., Yafiz, M., & Lubis, F. A. (2023). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Loyalitas Karyawan PT. BSI KC Medan S Parman dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Ilmiah Ekonomi Islam*, 9(2), 2683. <https://doi.org/10.29040/jiei.v9i2.9684>
- Setiani, Y., & Febrian, W. D. (2023). Pengaruh Pelatihan Kerja, Lingkungan Kerja Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pt Indomarco Prismatama Jakarta. *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 1(1), 279–292.
- Sinambela, E. A., & Lestari, U. P. (2021). Pengaruh Kepemimpinan, Lingkungan Kerja, dan Kemampuan Kerja Terhadap Kinerja Karyawan. *Jurnal Pendidikan Dan Kewirausahaan*, 10(1), 178–190. <https://doi.org/10.47668/pkwu.v10i1.330>

- Siregar, L. D., Santati, F. X. P., & Meitisari, N. (2023). Generation gap conflict and its impact on employee performance. *Jurnal Ekonomi*, 12(2), 873–879. <http://ejournal.seaninstitute.or.id/index.php/Ekonomi>
- Sugiyono. (2019). *Metodologi Penelitian Kuantitatif dan Kualitatif Dan R&D*. Bandung: ALFABETA.
- Sugiyono. (2020). *Metode penelitian kuantitatif, kualitatif, dan R&D* (Edisi ke-2). Alfabeta.
- Udang, R. R., Yansen Pein, Baharuddin, & Jeane Tandirerung. (2024). Pengaruh Kompensasi Terhadap Kinerja Karyawan Cv. Bangunindo Utama. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, 10(1), 372–380. <https://doi.org/10.35870/jemsi.v10i1.1904>
- Venna Natala Lingga, Prihatin Lumbanraja, & Meilita Tryana Sembiring. (2023). the Influence of Transformational Leadership Style and Compensation on Employee Performance Dimediation of Work Satisfaction At Pt. Tor Ganda. *International Journal of Social Science, Educational, Economics, Agriculture Research and Technology (IJSET)*, 2(7), 137–148. <https://doi.org/10.54443/ijset.v2i7.168>
- Wandi, D., Kahpi, H. S., Fidziah, F., & Abidin, Z. (2022). Pengaruh Kompensasi terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia. *Journal of Management and Business Review*, 19(1), 80–91. <https://doi.org/10.34149/jmbr.v19i1.235>
- Wibowo, F., Setiyanto, S., & Bahtiar, H. (2022). Pengaruh gaya kepemimpinan, loyalitas karyawan terhadap kinerja karyawan. *Journal of Management and Digital Business*, 2(3), 128–138. <https://doi.org/10.53088/jmdb.v2i3.587>