

The Influence of Work Environment on Employee Performance with Job Satisfaction as Mediating Variables at PT. Berkart Cipta Abadi Merauke

Daryanto

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: daryanto2016@gmail.com

Abstract. *This study aims to determine: (1) the effect of work environment on job satisfaction at PT. Blessing Creation Eternal Merauke, (2) the effect of work environment on employee performance at PT. Blessings of Creation Eternal Merauke, and (3) the effect of job satisfaction on employee performance at PT. Thanks to Cipta Abadi Merauke. In addition, this study examines the mediating role of job satisfaction in the relationship between work environment and employee performance. This study is explanatory research. Sampling was conducted using purposive sampling. The sample consisted of employees of PT. Berkart Creation Eternal Merauke. Data collection was conducted by distributing questionnaires. Data analysis used the SEM-PLS (Structural Equation Model with Partial Least Squares) program. The results of the study indicate that: (1) work environment has a positive and significant effect on job satisfaction, (2) work environment does not have a positive and significant effect on employee performance, (3) job satisfaction has a positive and significant effect on employee performance, and (4) work environment affects employee performance mediated by job satisfaction.*

Keywords: *Environment; Jobs; Performance; Satisfaction; Work.*

1. Introduction

The era of globalization and rapid economic development presents increasingly complex challenges for business actors in the palm oil plantation sector, both in terms of regulations, environmental sustainability, management transparency, accountability, and efficiency of resource utilization. PT Blessing Creation Eternal Merauke, as company Which move in garden area palm oil, sued For Keep going do adjustment strategy business, Strengthening corporate governance and enhancing the professionalism of human resources to ensure they remain competitive and survive amidst these dynamics. HR professionalism is the primary foundation for maintaining operational quality, making sound managerial decisions, achieving company targets, and implementing effective policies. activity business Which in line with principle order manage company good and sustainable.

Professionalism HR Which optimal reflected through *employee* Productive, disciplined, and

result-oriented *performance in the palm oil plantation sector. The higher the level of HR professionalism, the greater their contribution to supporting transparent, accountable, and responsive corporate governance to operational and stakeholder needs. Therefore, improving HR professionalism not only has a direct impact on employee performance but also strengthens the implementation of principle good governance in environment PT Blessing Creation Eternal Merauke.*

The synergy between good corporate governance and optimal employee performance is a determining factor for a company's success in facing the challenges of the increasingly competitive and dynamic plantation business.

Besides support *good implementation governance, employee Optimal performance is directly related to job satisfaction.* High employee performance generally goes hand in hand with high levels of *job satisfaction*, because human resources who are able to meet work targets and responsibilities feel appreciated, recognized, and encouraged to continue developing. Various studies confirm this relationship, including Soboohi et al. (2023) who emphasize the role of organizational justice in shaping *job satisfaction*, and Waruwu et al. (2023) and Kuncoro et al. (2023) who show that compensation and the work environment influence *employee performance* through *job satisfaction*. Yuliastari (2023) and Mustafa et al. (2023) also explain that leadership, organizational culture, and appropriate reward systems encourage job satisfaction and have an impact on performance improvement. In line with this, Kusumayani (2023) and Yuliati (2023) emphasize that motivation and *job satisfaction* play an important role in optimizing human resource performance. Motivation push individual for act, achievers, and actively participate in the organization, especially when opportunities for growth and advancement are available. With *job satisfaction* strong, human resources At PT Berkat Cipta Abadi Merauke, we are encouraged to work more focused, consistent, and enthusiastically, so that work productivity increases and the company's goals in the palm oil plantation sector are achieved sustainably.

To ensure high *job satisfaction*, *HR managers need to implement a fair, transparent, and performance-based career development system. The primary policy for HR career development is the work environment.* According to Fajri et al. (2023), implementation *work environment* provide benefits for organization through prevention abuse authority, as well as for human resources as a means of improving work performance and capacity. *The work environment* needs to be based on objective and measurable assessments, referring to the HR performance index, because this policy aims to develop individual potential and competencies. Thus, *the work environment* is not merely an administrative policy, but a development strategy. HR Which support application of principles *the right man in the right place* consistently.

However, the effectiveness of *work environment policies* on *employee performance* has not shown consistent results. This is evident in the differing findings of various previous studies, which presented conflicting assessments regarding the influence of *work environment*.

environment on HR performance. Putri (2023) conclude that *the work environment* has a positive and significant influence on *employee performance*. Conversely, Faradiba (2024) show that *work environment* No has a positive and significant influence on *employee performance*.

2. Research Methods

The purpose of this study is to provide an explanation. According to Sugiyono (2019), explanatory research is a research technique that seeks to explain the location of the variables studied and the interactions between them. Since the purpose of this study is to verify the hypothesis, it is reasonable to assume that the results will shed light on the nature of the relationship between the hypothesized independent factors and their dependent variables. Structural equation modeling (SEM) is used to evaluate the hypothesis for the research purpose. Structural Equation Modeling (SEM) is a component- and variance-based equation model, as stated by Ghazali (2018). The main applications of Covariance-Based Structural Equation Modeling are hypothesis testing and causality analysis. For the purposes of this study, equation modeling structural (SEM) used for investigate impact *Job Satisfaction* as a mediator between *Work Environment* and *employee performance*.

3. Results And Discussion

3.1. Description Collection Data

The population in this study were employees of PT. Berkas Cipta Abadi. The questionnaire distribution process was carried out through *Google Forms* distributed online via *WhatsApp* from March 17, 2026 to April 11, 2026, and 100 responses were obtained. The data was then verified and 100 responses were used because they met the respondent criteria, namely employees with permanent employee status and employees who had worked for at least the last 6 months at PT. Berkas Cipta Abadi. Furthermore, 100 responses after verification met the requirements as respondents, so the data used came from the answers of 100 respondents. To evaluate the data, Smart PLS 4 Software was used to process the data. findings distribution questionnaire. Respondents can described as follows.

1) Description General Respondents

Based on the research that has been conducted, the data obtained on the characteristics of PT. Berkas Cipta Abadi employees are presented as follows:

Table Characteristics Respondents

Characteristics	Frequency (N=100)	Percentage (%)
Type Sex		
Man	56	56.0
Woman	44	44.0
Age		

18-25 year	11	11.0
26-35 year	41	41.0
36-45 year	27	27.0
Characteristics	Frequency (N=100)	Percentage (%)
>45 year	21	21.0
Education		
Elementary/Middle/High School/Equivalent	41	41.0
D1- D3	5	5.0
S1	54	54.0
S2-S3	0	0.0

Source: Data Primary 2026

The data in Table shows that of the 100 PT. Berkas Cipta Abadi employees who responded to this study, 56 (56.0%) were male, while 44 (44.0%) were female. This indicates that PT. Berkas Cipta Abadi's employees are predominantly male, although the proportion of female employees is also quite significant. This male dominance can be attributed to the type of work in the company, which is largely related to operational and field activities.

Based on age, there are 11 people (11.0%) employees aged 18–25 years, 41 people (41.0%) aged 26–35 years, 27 people (27.0%) aged 36–45 years, and 21 people (21.0%) aged over 45 years. The majority of employees are in the 26–35 years age range (41.0%). This shows that the company is dominated by labor productive age have optimal performance potential. At this age, employees generally possess a balance between physical strength, mental maturity, and the ability to adapt to changes in technology and the work environment. Furthermore, this age group is also in the career development phase, thus exhibiting high work motivation.

In terms of education, as many as 41 people (41.0%) of employees have an educational background of elementary school/middle school/high school/equivalent, 5 people (5.0%) have a D1-D3 education, 54 people (54.0%) have a bachelor's degree (S1), and there are no employees with Masters–Doctoral education (0.0%). This shows that the majority of PT. Berkas employees Creation Eternal own level education bachelor. Condition This This reflects the company's competent human resources, particularly in analytical skills, problem-solving, and understanding of technical and managerial aspects. A bachelor's degree also supports employees in carrying out their duties effectively and contributing to the company's development.

2) Analysis Descriptive Variables

Descriptive analysis primarily seeks to uncover how respondents responded to each question. Public reactions to the questions asked on each variable—employee performance, emotional commitment, work environment, and job satisfaction—are explained here through descriptive analysis. following used for categorize respondents to in One score category use

range scale For count response they to each variable in this study (Umar, 2012). One way to characterize the level of respondents' impressions of the study's variable indicators is through index numbers. The following formula can be used to calculate the respondent response index:

a. Score evaluation lowest is at on number 1

b. Score evaluation highest on number 5

c. Interval = (Mark Maximum – Mark Minimum) / (Amount Class) = (5-1)/3 = 1.3 Thus the interval is explained as follows:

1.00 – 2.29 = Low

2.30 – 3.59 = Currently

3.60 – 5.00 = Tall

Validating or deny assumptions beginning researchers about connection The relationship between variables is the goal of hypothesis testing in this context. This is a crucial part of quantitative research to ensure that the results are not merely coincidental but represent the true relationship within the population being studied.

1) Test Hypothesis Influence Direct (*Path Coefficient*)

Path coefficients between latent variables need to be hypothesized by comparing the p-value with the t-statistic (>1.96) or alpha (0.05) to reveal the structural relationships between the variables. Using a bootstrapping procedure, p-values and t-statistics can be extracted from SmartPLS output.

a. *Path Coefficient* (Direct Impact)

Hypothesis		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Note:
H1	Work Environment -> Job Satisfaction	0.691	0.691	0.077	8,938	0,000	Significant Positive
H2	Work Environment -> Employee Performance	0.045	0.057	0.128	0.354	0.723	Not Significant
H3	Job Satisfaction-> Employee Performance	0.693	0.675	0.113	6,134	0.000	Significant Positive

The following is an explanation of each of the three hypotheses proposed in this study, as shown in table 4.14:

a. Influence Work Environment to Job Satisfaction

The Work Environment test on Job Satisfaction produced statistically significant findings (T value $8.938 > t$ table value = 1.96 with a p value of 0.000). Based on point of view In this, there is a relationship that A strong relationship exists between the work environment and job satisfaction. A good work environment can increase employee job satisfaction at PT. Berkat Cipta Abadi, as this test successfully proves the first hypothesis that the work environment has a positive and significant influence on job satisfaction. This conclusion is acceptable.

b. Influence Work Environment to Employee Performance

The findings of the Work Environment test on Employee Performance were not statistically significant (T value = 0.354 < t table value = 1.96, p = 0.723). This line of reasoning indicates that there is no significant relationship between the work environment and employee performance. Work And performance employee. Results This No support hypothesis second, which states that the work environment significantly improves employee performance. thus, it can it is concluded that environmental improvement Work is not necessarily able to improve employee performance at PT. Berkat Cipta Abadi, so this hypothesis is rejected.

c. Influence Job Satisfaction to Employee Performance

Statistically, the T value of 6.134 is greater than the T table value of 1.96, which indicates that Job Satisfaction has a significant impact on Employee Performance (p = 0.000). This is indicated by the significant T value. According to this theory, a person's level of job satisfaction has a strong relationship with their level of performance. The results of this study support the third hypothesis, which states that employees who have high job satisfaction tend to show better performance. Thus, satisfaction Work employee in PT. Blessing Creation Eternal correlated directly with increased employee performance.

2) *Indirect Effect*

Structural model testing follows measurement model testing. To accept or reject a hypothesis, hypothesis testing uses two criteria. First, something hypothesis considered can accepted If mark critical (T-statistic) exceeds t-table (1.96). Condition addition is p-value must more low from 0.05.

Test coefficient parametric Which explore connection between work environment and performance employee through mediation satisfaction Work produce t-value of 5.412 and a p-value of 0.000. These values can be interpreted as an indication of the significance of the relationship. The coefficient value is 0.478, as stated. Based on the significance threshold (α) of 0.05, it can be seen that the estimated t-value ($5.412 > 1.96$) and p-value ($0.000 < 0.05$) are both fulfil criteria the significance that set. Assumptions that job satisfaction influences the

relationship between work environment and employee performance is reinforced by the fact that a p-value of less than 0.05 implies that job satisfaction Work act as mediator in connection between environment employee work and performance.

3) Comparison Results Influence Direct and Influence No Direct

According to Haryono (2017), something variables considered No mediate or intervene in study This If effect directly more big than indirect effects. Here is a comparison of the results of the two types of effects:

a. The regression coefficient of the direct influence of Work Environment on Employee Performance is 0.045 and the regression coefficient of the indirect influence of Work Environment on Employee Performance mediated by Job Satisfaction shows a coefficient value of 0.479 (0.691×0.693). The results indicate that the indirect influence through Job Satisfaction is much stronger than the direct influence on employee performance. Nevertheless, it is clear that job satisfaction plays an important mediating role between the work environment and employee performance.

b. Job Satisfaction has a direct predictive value of 0.693 on job performance. employee, whereas Work Environment own mark predictive indirect effect of 0.479 on employee performance through job satisfaction. Direct predictive value: 0.693. This indicates that job satisfaction has a more direct and substantial impact on performance than the work environment, which acts through job satisfaction as a mediator. Consequently, job satisfaction acts as a mediator in the relationship between the work environment and workplace performance.

3.2. Discussion

1) Influence Work Environment to *Job Satisfaction*

According to the findings, there is a strong relationship between the work environment and job satisfaction. This proves that good work environment conditions greatly influence the level of performance. satisfaction for worker. So that tall low quality environment Work is the cause of the increase or decrease *in job satisfaction* among employees of PT. Berkas Cipta Abadi.

These results are reinforced by previous research which found that the work environment directly and positively influences job satisfaction (Pawirosumarto et al., 2017). Satisfaction Work Which sourced from environment work is felt as a feeling of comfort, safety and enjoyment in carrying out work activity work daily, Good from connection with colleague work and the physical condition of the workplace. Other results found that not only a good physical work environment, but also a non-physical work environment such as relationships with superiors and coworkers can increase employee job satisfaction (Raziq & Maulabakhsh, 2015).

The influence of the work environment on job satisfaction is supported by motivation theory.

Work Which state that condition Work Which support will increase comfort And Spirit Work employee. Based on idea It is believed that every worker needs a safe environment, good social relationships, and organizational support. If these needs are met, it will increase motivation, well-being, and job satisfaction (Herzberg, 1966). Environment Work Which harmonious cause employee feel more comfortable and satisfied at work.

From an organizational perspective, the work environment refers to all conditions in around employee Which can influence implementation work, both physically and psychologically. This means that a conducive work environment will positively impact employees' feelings at work. Conversely, a less conducive work environment can decrease job satisfaction. Therefore, the work environment is a crucial factor in increasing employee job satisfaction.

Previous research also shows that the work environment has a significant influence on job satisfaction. Several studies have found that the work environment Work Which Good in a way consistent influential positive to job satisfaction employees (Sedarmayanti, 2017; Robbins & Judge, 2017). Findings This is in line with research results which show that the work environment has a positive and significant influence on job satisfaction, so that the better the work environment, the higher the level of employee job satisfaction.

2) Influence *Job Satisfaction* to Employee Performance

According to the trial results, job happiness and performance significantly influence each other. This indicates a positive impact on agency performance. is results direct from worker Which more happy. Happiness worker to his job possibility big influence performance PT. Blessings of Creation Eternal. An employee's happiness with their job reflects their feelings about the work environment. Employees tend to give their best when they are happy and satisfied with their work (Kristanto and Tajib, 2023).

According to Umam and Setiawan (2019), when workers are happy with their work, they tend to give effort extra. Importance recognition of performance employee need reflected in program incentive in every company. With thus, they can maintain job satisfaction. If you If you want your employees to be happy with their jobs and contribute to your business's success, you need to treat them with respect and provide incentives to keep them motivated. Organizations must prioritize employee happiness because human resources are invaluable (Badrianto and Astuti, 2023).

Sunarto and Ellesia (2022) found that satisfied workers are more productive, and our results support their findings. As Alrazehi et al. (2021) point out, job satisfaction is a key component of organizational effectiveness. Performance employee affected positive and significant, according to Majid et al. (2021). Between satisfaction Work And performance, Katebi (2022) find correlation which is a bit profitable and significant in a way statistics. According to Mustafa et al. (2021), there is a positive and statistically significant relationship between workplace happiness and productivity. Research by Alsafadi and Altahat (2021) shows that employee happiness at work is a key factor in metric performance HR. According to

Suhartono et al. (2023), there is correlation.

There is a positive relationship between job satisfaction and workplace outcomes. Worker productivity is positively and significantly impacted by job satisfaction, according to research by Hasibuan et al. (2024). According to research by Perkasa et al. (2023), satisfied workers are more productive.

3) Influence Work Environment to Employee Performance.

The Influence of Work Environment on Employee Performance at PT. Berkat Creation Eternal shows the relationship that no significant in a way Thus, the work environment may not necessarily improve employee performance without other supporting factors. This indicates that even if the work environment is considered quite favorable, it does not automatically lead to improved individual performance. This finding aligns with research by Ko et al. (2021), which states that the work environment requires support. psychological and emotional addition so that can contribute in a way real impact on employee performance.

Furthermore, the results of this study indicate that the role of the work environment is more effective when mediated by other variables such as job satisfaction. A comfortable, safe, and supportive work environment tends to increase feelings of appreciation and employee engagement, but its impact on performance will only be seen when employees are satisfied with their jobs. This is supported by by study Guinot et al. (2016) Which explain that Communication, collaboration, and exchange of information in the work environment will be more optimal if employees have a high level of satisfaction in their work.

This finding is also reinforced by the study of Barghouti et al. (2023) which confirms that environment Work Which positive No always impact direct on performance, but plays a crucial role in building organizational resilience by improving employee well-being and engagement. Therefore, at PT. Berkat Cipta Abadi, the work environment functions more as a supporting factor that strengthens other variables, particularly job satisfaction, in improving overall employee performance.

4) The Influence of Work Environment on Employee Performance Mediated by *Job Satisfaction*

Based on the results of this study, it is known that Job Satisfaction is able to mediate the relationship between Work Environment and Employee Performance. This indicates that influence of the work environment on performance employees do not only happen in a way direct, but also through improvement satisfaction This finding is in line with the opinion of Keith Davis and John W. Newstrom (2002) who stated that a conducive work environment influences employee satisfaction and performance.

A good working environment, such as comfortable working conditions, harmonious relationships between coworkers, and organizational support, will create a feeling of positive for employee to his job. In study This, when employees feel the work environment is

conducive, they tend to have higher levels of job satisfaction. This is supported by Stephen's research

P. Robbins and Timothy A. Judge (2013) stated that job satisfaction arises when there is suitability between hope employee and condition Work what they experience, which then has an impact on a more positive work attitude.

Furthermore, in this study, increasing Job Satisfaction was proven to have an impact on Employee Performance, where satisfied employees tend to work more optimally, achieve targets, and produce better quality work. This finding is also supported by research by Kurnianto and Kharisudin (2022), as well as Inkiriwang and Wijayadne (2023) Which state Job satisfaction plays an important role in improving employee performance. Therefore, it can be concluded that in this study, job satisfaction plays a significant role as a mediator in the relationship between work environment and employee performance, both directly and indirectly.

4. Conclusion

The work environment has a positive and significant impact on job satisfaction. The better the work environment perceived by employees, the higher their job satisfaction levels at PT Berkat Cipta Abadi. Job satisfaction has a positive and significant impact on employee performance. Employees with high levels of job satisfaction tend to demonstrate more optimal performance in carrying out their duties and responsibilities at PT Berkat Cipta Abadi. The work environment has no significant effect on employee performance at PT. Berkat Cipta Abadi Merauke. The results of the study indicate that the work environment does not have a direct impact on improving employee performance. Job satisfaction mediates the effect of work environment on employee performance. This indicates that a good work environment not only directly impacts performance but also indirectly through increased employee job satisfaction. Work environment variables, employee work environment conditions PT. Blessing Creation Eternal Merauke in a way overall is at on high category with an average value of 4.08, which indicates that the work environment in company Already classified as Good And support activity Work employees. Employees Also feel existence comfort and connection Work Which harmony between coworkers, thus creating a conducive work atmosphere and supporting work productivity. On the other hand, the physical condition of the workplace still needs to be improved. attention, although still is at in category tall with mark mean of 3.94. This condition indicates that improving facilities and environmental management Work Still needed so that comfort and effectiveness Work getting better. For this reason, companies are advised to improve the quality of physical conditions workplace, maintaining cleanliness of the work environment, and ensuring lighting and circulation air walk with good. Besides That, company need maintain harmonious working relationships between employees, improve work safety and security, and build good communication and teamwork so that work enthusiasm, satisfaction work, and company productivity can continue to increase.

5. References

Journals:

- Agustini, F. (2019). Strategi Manajemen Sumber Daya Manusia. UISU Press. Andika, R. (2021). Pengaruh Lingkungan Kerja terhadap Kepuasan Kerja
- Al-Omari, K., & Okasheh, H. (2017). The influence of work environment on job performance. *International Journal of Applied Engineering Research*, 12(24), 15544–15550.
- Anggraini, D. (2020). Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai pada Instansi Pemerintah. *Jurnal Manajemen Indonesia*, 5(1), 33–42.
- Arifin, Z. (2022). Pengaruh Lingkungan Kerja terhadap Kinerja Karyawan melalui Kepuasan Kerja. *Jurnal Ilmu Manajemen*, 10(3), 122–131.
- Chandrasekar, K. (2011). Workplace environment and its impact on organizational performance. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1–19.
- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction. *International Journal of Business and Management*, 5(2), 159–167.
- Darmawan, D. (2020). Pengaruh Lingkungan Kerja dan Motivasi terhadap Kinerja Karyawan. *Jurnal Administrasi Bisnis*, 9(1), 18–27.
- Dewi, R. S. (2021). Hubungan Kepuasan Kerja dengan Kinerja Pegawai pada Perusahaan Swasta. *Jurnal Manajemen SDM*, 7(2), 77–86.
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137–147.
- Hameed, A., Ramzan, M., Zubair, H. M. K., Ali, G., & Arslan, M. (2014). Impact of compensation on employee performance. *International Journal of Business and Social Science*, 5(2), 302–309.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction and business outcomes. *Journal of Applied Psychology*, 87(2), 268–279.
- Inuwa, M. (2016). Job satisfaction and employee performance. *The International Journal of Business & Management*, 4(1), 103–109.
- Jayaweera, T. (2015). Impact of work environmental factors on job performance. *International Journal of Business and Management*, 10(3), 271–278.
- Judge, T. A., Bono, J. E., Thoresen, C. J., & Patton, G. K. (2001). The job satisfaction-job performance relationship. *Psychological Bulletin*, 127(3), 376–407.
- Karyawan pada PT Nusantara Jaya. *Jurnal Ekonomi dan Bisnis*, 8(2), 45–56.
- Khuong, M. N., & Tien, B. D. (2013). Factors influencing employee loyalty. *International Journal of Trade, Economics and Finance*, 4(5), 297–303.
- Lee, Y. D., & Chang, H. M. (2008). Relations between team work and innovation. *International Journal of Manpower*, 29(3), 315–332.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of Industrial and Organizational Psychology*, 1, 1297–1349.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.

Yoon, M. H., & Suh, J. (2003). Organizational citizenship behaviors and service quality. *International Journal of Service Industry Management*, 14(5), 597–611.

Books:

- Abdullah, M. (2014). *Manajemen dan Evaluasi Kinerja Karyawan*. Aswaja Pressindo.
- Afandi, P. (2018). *Manajemen Sumber Daya Manusia*. Zanaf Publishing.
- Arikunto, S. (2019). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- Bangun, W. (2012). *Manajemen Sumber Daya Manusia*. Erlangga.
- Anoraga, P. (2014). *Psikologi Kerja*. Rineka Cipta.
- Darmadi, H. (2018). *Manajemen Sumber Daya Manusia Kekepalasekolahan*. Deepublish.
- Edison, E., Anwar, Y., & Komariyah, I. (2018). *Manajemen Sumber Daya Manusia*. Alfabeta.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26*. Badan Penerbit Universitas Diponegoro.
- Handoko, T. H. (2016). *Manajemen Personalia dan Sumber Daya Manusia*. BPFE.
- Harper & Row. McGregor, D. (1960). *The Human Side of Enterprise*. McGraw-Hill.
- Herzberg, F. (1966). *Work and the Nature of Man*. World Publishing.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia*. Rajawali Pers.
- Maslow, A. H. (1954). *Motivation and Personality*.
- Priansa, D. J. (2018). *Perencanaan dan Pengembangan SDM*. Alfabeta.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*. Refika Aditama.
- Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Simamora, H. (2015). *Manajemen Sumber Daya Manusia*. STIE YKPN.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Kencana.
- Wibowo. (2017). *Manajemen Kinerja*. Rajawali Pers.
- Yuliati, N. T. (2023). *Pengaruh Kompensasi dan Job Insecurity terhadap Kinerja Karyawan melalui Kepuasan Kerja di Bimbingan Belajar*. PT. Benesse Indonesia.