

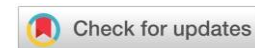
Analysis of The Effects of Training, Motivation, Work Environment, Leadership and Compensation on Employee Performance in Generation Z in Batam City

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ABSTRACT

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Amid the company's rapid growth, various new issues continue to emerge. Therefore, the performance and potential of employees must be maximized by the business. A company's success is a direct result of the people who work there. The research aimed to determine how Generation Z employees in Batam performed in leadership, training, motivation, work environment and weaknesses. This research uses various methods to test hypotheses regarding variables that may influence the performance of Generation Z employees in Batam City. Quantitative research methods were used on 385 respondents as research samples. The collected data was checked for outliers, evaluated for data validity and reliability, checked for traditional premises (normality, multicollinearity, and heteroscedasticity), and fit for hypotheses. In Batam City, Generation Z, leadership and wage variables significantly boost employee performance, while training, motivation and work environment factors do not match the results of the hypothesis analysis.

INTRODUCTION

Indonesia's economic development is currently experiencing good progress in the eyes of the world. According to Wikipedia sources, Indonesia has the seventh largest economy in terms of nominal GDP and balanced spending capacity (KKB). Due to the current economic climate, which is increasingly favourable for business owners in this era of globalization, many new companies are emerging. Various contemporary issues continue to emerge amid the company's rapid growth. Therefore, the performance and potential of employees must be maximized by the business. Performance is a result that a person gets after carrying out a task or job given by the company within a certain period (Sunarto & Larasati, 2021)

A company's success directly results from the labour put in by the people who work there. Companies seeking the best work from their staff members must train and

develop them first. Apart from increasing staff professionalism and abilities, training can help increase employee motivation and boost performance. This aligns with research conducted by (Kartini & Zed, 2022). The results of this research state that training has a positive relationship with performance. Motivating someone to do something is a process of personal transformation brought about by feelings, emotions and spirit. A person's mood and emotions will change due to motivation, which will inspire him to act. Employee motivation is provided to boost work morale, which ultimately has a positive influence on company performance. Likewise, research from (Liga Febrina, Agusra, Lussianda, & Susanti, 2021) has a significant relationship with employee performance.

The physical work environment is a setting with a physical form and consists of everything from company facilities that can impact how well employees perform their duties (Sarip & Mustangin, 2023). The work environment is where many individuals carry out activities or work in an organization. This workplace setting is critical because it can encourage people to be more involved in work when comfortable. Likewise, research conducted (Lesmana & Damanik, 2022) has a significant relationship with the performance of the Medan City Regional Tax and Retribution Management Agency. On the other hand, if the workplace is uncomfortable or below standard, it will have negative impacts, such as employees working inefficiently.

In a group, a leader is essential. It involves giving orders and directing individuals in the right direction when they work under his supervision. Leadership is a process where someone can become a leader and continue company activities to achieve the goals the company wants to achieve (Paais & Pattiruhu, 2020). A good leader can positively affect the company by motivating his subordinates to work hard. Research conducted by (Masruron & Hariah, 2022) which has a significant relationship to performance in Baituttamkin, West Nusa Tenggara.

Compensation is a gift the company gives for the services of its employees who have contributed (Kurnia & Ramdani, 2021). Companies that provide proper compensation and training to their employees can inspire them to work even more in the future. As research by (Bayu Seta et al., 2021), compensation affects performance.

In Indonesia, people who enter working age are more than 15 years old; by 2050, it is estimated that they will reach their peak (BPS, 2023). The Minister of Manpower stated that Generation Z does not have a long-term work commitment, according to Republika.co.id sources. Generation Z's age ranges from 26 to 11 years. Three hundred twenty-seven thousand eight hundred twenty-eight people in Batam are in the productive age range, defined as 15 to 29 years old, according to population census data from the city conducted in 2020 (BPS et al., 2020). Because most of this generation grew up with technology, they can advance the Indonesian economy. Therefore, the current Indonesian Minister of Manpower, Ida Fauziyah, emphasized that Generation Z differs from other generations. This generation is looking for work they enjoy because they do not have

long-term commitments. This is also explained in written research (Ramadhani & Nindyati, 2022). Therefore, the author wants to focus on the elements that influence the performance of Gen Z employees in Batam, namely training, motivation, work environment, leadership and compensation.

LITERATUR REVIEW

Syahputra and Tanjung (2020) explain that training is a short-term educational method that uses systematic and organized procedures to improve workers' knowledge and technical skills in achieving specific goals (Fangiziah et al., 2023). Training as an influencing variable is known to influence employee performance partially (Fangiziah et al., 2023). This is also supported by Pratama & Riana's (2022) research, which partially shows that training significantly influences employee performance at The Royal Pita Maha Ubud Gianyar. If the training provided to employees is better and more appropriate, it will encourage the growth of their abilities and knowledge, thereby increasing performance.

Pratama and Riana (2022) state that motivation is an individual's process of intensity, direction and persistence in efforts to achieve their goals. Motivation directly influences employee performance because if employees have high motivation to achieve optimal performance, company targets can be achieved as desired (Caissar et al., 2022). Muna & Isnowati (2022) also show results that motivation has a significant positive effect on employee performance. This is because high work motivation encourages employee performance.

The work environment is an entity in the form of devices such as individual workers, work procedures and work systems. Nurdin and Djuhartono (2021) stated that the work environment simultaneously and partially influences employee performance (Fauzi et al., 2022). A good environment is essential because it can improve employee performance and create comfortable working conditions. Jahroni and Darmawan (2022) show that the work environment shapes employee performance because it has a positive and significant effect. After all, a conducive environment can provide a comfortable working atmosphere for the entire workforce.

Leadership is essential for employee performance as a provider of direction to all employees in carrying out their assigned responsibilities. Gunawan et al. (2022) show that leadership significantly influences employee performance. This is also supported by Lely et al. (2022), who state that leadership improves employee performance if the leader can be wise, listen to employees' voices, be firm, and be an excellent example while carrying out the tasks given.

Increasing employee performance can also be influenced by compensation as a form of payment or reward for the energy, thoughts and time given while carrying out the assigned work responsibilities. Pramono (2022) proves a significant influence on

employee performance, meaning that the better the compensation given, the better the employee's performance will be. Meanwhile, Marlius and Pebrina (2022) show that compensation does not affect employee performance at PT Kencana Sawit Indonesia, meaning that the compensation provided by the company cannot determine whether the employee's performance is good.

METHODS

This research has a reason: to study what factors can influence employee performance. From here, the researcher decided to use quantitative methods. This method was used because the data was collected from questionnaire information distributed directly from the field. Moreover, data collected directly is called primary data.

In this research, researchers also used five independent variables, namely training, motivation, work environment, leadership and compensation, tested against the dependent variable, employee performance. These variables are measured using a Likert scale from (1) strongly disagree to (5) strongly agree.

The sampling technique used is purposive sampling to learn more about the information the writer needs. The population in this study was Generation Z in Batam, and the sample was determined using the Krejcie table, namely a minimum of 384 respondents. The author used a Google Form to collect the necessary data that respondents had to fill out.

Of the questionnaires that have been distributed, only 454 can be used, and the number of questionnaires can be analyzed further. The research required a minimum sample size of 384 respondents. Three hundred eighty-six respondents met the criteria, and of the 454 questionnaires distributed, 68 questionnaires did not meet the researchers' criteria because they were not included in the actively working Generation Z aged 15-29 years.

Table 1. Number of Questionnaires

| Information | Number of Questionnaires |
|--------------------------------|---------------------------------|
| Questionnaires are distributed | 454 |
| Not Qualified questionnaire | 68 |
| Total questionnaires analyzed | 386 |

Source: Primary data is processed (2023)

RESULT AND DISCUSSION

RESULT

Respondent Demographics

The frequency distribution table of respondents according to age is presented in Table 1.2. One respondent with a total percentage of 0.2% was included in the sample for respondents aged 17. Twenty respondents, with a combined percentage of 4.4%, were included in the sample, with people aged 18 years. In the sample aged 19 years or more,

29 respondents (6.4%) were collected. Samples aged 20 and 21 years were collected. 46 and 32 respondents amounted to 10.1% and 7% respectively. The 42 responses comprised a sample of people aged 22 years or older, for a total proportion of 9.3%. 32 and 21 respondents, or 7% and 4.6%, were collected from samples of people aged 23 and 24. There were 36 responses with a combined percentage of 7.8% in the 25- and 26-year-old samples. 35, 22 and 30 respondents were collected for samples aged 27, 28, and 29, and the corresponding total percentages were 8.7%, 8.9%, and 10.2%.

Table 2. Respondent Data Based on Age

| Age | Respondent | Percentage |
|-----|------------|------------|
| 17 | 1 | 0.2 % |
| 18 | 20 | 4.4 % |
| 19 | 29 | 6.4 % |
| 20 | 46 | 10.1 % |
| 21 | 32 | 7 % |
| 22 | 42 | 9.3 % |
| 23 | 32 | 7 % |
| 24 | 21 | 4.6 % |
| 25 | 36 | 7.8 % |
| 26 | 36 | 7.8 % |
| 27 | 35 | 7.7 % |
| 28 | 22 | 4.8 % |
| 29 | 30 | 6.6 % |

Source: Primary data is processed (2023)

Table 1.3 displays the frequency distribution of respondents depending on whether they have worked or are currently working. From this table, it can be concluded that 381 respondents are currently working and 73 respondents have previously worked, with a combined percentage of 16,1% and 83,9%, respectively.

Table 3. Respondent Data is Based On Having Worked or Currently Working

| Information | Total | Percentage |
|-------------|-------|------------|
| Worked | 73 | 16.1 % |
| Working | 381 | 83.9 % |

Source: Primary data is processed (2023)

The distribution of respondents is detailed by gender in Table 1.3. With a total of 231 respondents and a proportion of 50.9%, the table shows that more men than women filled out the questionnaire. Two hundred twenty-three women responded to the survey, representing a rate of 49.1%.

Table 4. Respondent Data Based On Gender

| Gender | Total | Percentage |
|--------|-------|------------|
| Male | 231 | 50,9 % |
| Female | 223 | 49,1 % |

Source: Primary data is processed (2023)

The z-score value given to each participant in each question indicates the results of the outlier test analysis. As a result, the researchers found no deviations in any of the variables; there were no outliers in the data. The researcher's chosen z-scores were all distributed between the critical values-3 and 3.

Instrument Test

Validity Test

Table 1.4 presents the findings of checking the validity of the researcher's data. Based on the results of the data examined, it turns out that the answers to questions no. 6, 23, 26, 27, 28, 29, 31, and 33 are invalid because the load factor is less than 0,6.

Table 5. Validity Test Results

| Question | Factor Loadings | Information |
|-------------|-----------------|-------------|
| Question 1 | 0.700 | valid |
| Question 2 | 0.720 | valid |
| Question 3 | 0.683 | valid |
| Question 4 | 0.707 | valid |
| Question 5 | 0.790 | valid |
| Question 7 | 0.693 | Valid |
| Question 8 | 0.675 | valid |
| Question 9 | 0.646 | valid |
| Question 10 | 0.754 | valid |
| Question 11 | 0.721 | valid |
| Question 12 | 0.717 | valid |
| Question 13 | 0.703 | valid |
| Question 14 | 0.762 | valid |
| Question 15 | 0.696 | valid |
| Question 16 | 0.691 | valid |
| Question 17 | 0.705 | valid |
| Question 18 | 0.695 | valid |
| Question 19 | 0.700 | valid |
| Question 20 | 0.678 | valid |
| Question 21 | 0.713 | valid |
| Question 22 | 0.740 | valid |
| Question 24 | 0.662 | valid |
| Question 25 | 0.675 | valid |
| Question 30 | 0.631 | Valid |
| Question 32 | 0.756 | Valid |
| Question 34 | 0.721 | valid |
| Question 35 | 0.646 | valid |
| Question 36 | 0.652 | valid |

Source: Primary data is processed (2023)

Reliability test

Table 5 contains the findings of checking the validity of the researcher's data. Since Cronbach's alpha score is more significant than 0.60, the test findings can indicate that all variables are trustworthy or reliable. Therefore, the research questionnaire is reliable.

Table 6. Reliability Test Results

| Question | Alpha | Information |
|-----------------|--------------|--------------------|
| Question 1 | 0.862 | Reliabel |
| Question 2 | 0.862 | Reliabel |
| Question 3 | 0.862 | Reliabel |
| Question 4 | 0.864 | Reliabel |
| Question 5 | 0.877 | Reliabel |
| Question 6 | 0.860 | Reliabel |
| Question 7 | 0.866 | Reliabel |
| Question 8 | 0.861 | Reliabel |
| Question 9 | 0.862 | Reliabel |
| Question 10 | 0.863 | Reliabel |
| Question 11 | 0.863 | Reliabel |
| Question 12 | 0.862 | Reliabel |
| Question 13 | 0.864 | Reliabel |
| Question 14 | 0.861 | Reliabel |
| Question 15 | 0.863 | Reliabel |
| Question 16 | 0.864 | Reliabel |
| Question 17 | 0.860 | Reliabel |
| Question 18 | 0.860 | Reliabel |
| Question 19 | 0.860 | Reliabel |
| Question 20 | 0.861 | Reliabel |
| Question 21 | 0.861 | Reliabel |
| Question 22 | 0.859 | Reliabel |
| Question 23 | 0.875 | Reliabel |
| Question 24 | 0.860 | Reliabel |
| Question 25 | 0.862 | Reliabel |
| Question 26 | 0.864 | Reliabel |
| Question 27 | 0.863 | Reliabel |
| Question 28 | 0.863 | Reliabel |
| Question 29 | 0.863 | Reliabel |
| Question 30 | 0.862 | Reliabel |
| Question 31 | 0.862 | Reliabel |
| Question 32 | 0.860 | Reliabel |
| Question 33 | 0.861 | Reliabel |
| Question 34 | 0.860 | Reliabel |
| Question 35 | 0.862 | Reliabel |
| Question 36 | 0.861 | Reliabel |

Source: Primary data is processed (2023)

Classic Assumption Test Results

Normality Test

The results of the researcher's investigation into normality are presented in Figure and Table 7, which display the distribution of data (points) on the diagonal axis used to

determine normality. Because Kolmogorov-Smirnov produces 0.200, the researcher can conclude that the influence of the independent variables on training, motivation, environment, remuneration, and leadership is regularly distributed. This is a result of test results that exceed 0.05.

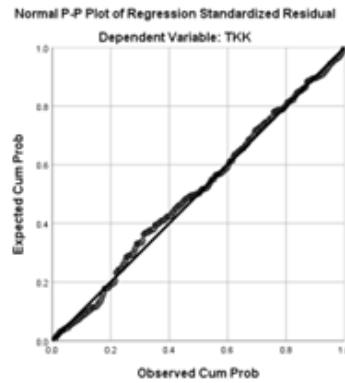


Figure 1. P-Plot test result

Table 7. Kolmogorov Smirnov test

| Reliability Statistics | |
|------------------------|------------|
| Cron Alpha | N of Items |
| .866 | 36 |

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|-------------------------|-----------|
| | Unstandardized Residual | |
| N | 254 | |
| Normal Parameters ^{a,b} | Mean | .0000000 |
| | St. Dev | .82989503 |
| Most Extreme Differences | Abso | .050 |
| | Posi | .038 |
| | Negative | -.050 |
| Test Statistic | .050 | |
| Asymp. Sig. (2-tailed) | .200 ^{c,d} | |

Multikolonierity Test

Table 8 displays the results of the multicollinearity test for this regression model. Because the VIF value of the independent variable can be concluded from the results, no multicollinearity occurs between the independent variables in these results because the tolerability value exceeds 0.1 and the p-value is less than 10.

Table 8. Multikolonierity Test

| | | Coefficients ^a | |
|-------|-----|---------------------------|-------|
| | | Collinearity Statistics | |
| Model | | Tolerance | VIF |
| 1 | TPE | .863 | 1.158 |
| | TMO | .861 | 1.162 |
| | TLK | .931 | 1.074 |
| | TKO | .820 | 1.219 |
| | TKP | .776 | 1.288 |

Heteroscedasticity Test

The results of the heteroscedasticity test using Glejser are shown in Table 9. The calculation results show that the training, work environment, and leadership variables have a significance value of 0.851.0842 and 0.505, respectively. Meanwhile, the motivation and compensation variables are, therefore, the independent variables in the regression model that are not uniform. The results of the graphic analysis, namely the scatterplot graph, show no pattern, and the points must be distributed randomly. This makes sense from previous findings. When this criterion is met, heteroscedasticity does not occur, allowing the regression model to be applied.

Table 9. Heteroscedasticity Test Results

| | | Coefficients ^a | | | | |
|-------|------------|---------------------------|-------|--------------|--------|------|
| | | Unstandardized | | Standardized | | |
| | | Coefficients | | Coefficients | | |
| | | Std. | | | | |
| Model | | B | Error | Beta | t | Sig. |
| 1 | (Constant) | 1.850 | .931 | | 1.988 | .048 |
| | TPE | .006 | .032 | .013 | .188 | .851 |
| | TMO | -.051 | .022 | -.155 | -2.292 | .023 |
| | TLK | -.004 | .018 | -.013 | -.199 | .842 |
| | TKO | .019 | .019 | .072 | 1.042 | .298 |
| | TKP | -.016 | .024 | -.047 | -.667 | .505 |

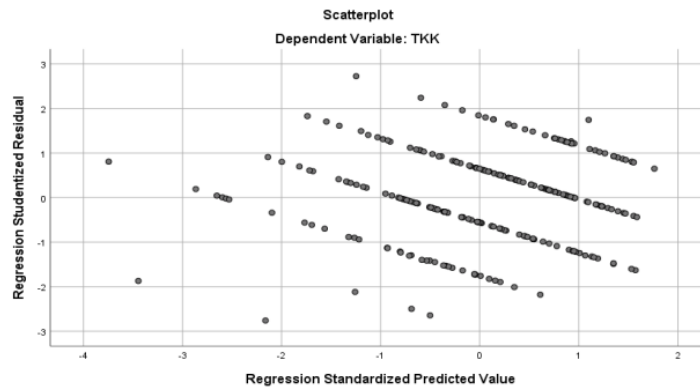


Figure 2. Scatterplot Graphic

Hypothesis Test Results

F Test

Based on the test results from SPSS in Table 10, 23,038 were found with a significance value of 0.00, which is less than 0.05. Researchers can then decide whether the dependent variable can be predicted by using the regression model they develop. Conclusion: In Batam, leadership, training, motivation, environment, and compensation factors all impact how well Generation Z employees perform.

Table 10. F Test Results

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 80.933 | 5 | 16.187 | 23.038 | .000 ^b |
| | Residual | 174.248 | 248 | .703 | | |
| | Total | 255.181 | 253 | | | |

a. Dependent Variable: TKK

b. Predictors: (Constant), TKP, TLK, TPE, TMO, TKO

t Test

Table 11. t Test Results

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8.212 | 1.553 | | 5.289 | .000 |
| | TPE | .080 | .053 | .084 | 1.495 | .136 |
| | TMO | .012 | .037 | .019 | .328 | .744 |
| | TLK | .023 | .030 | .042 | .765 | .445 |
| | TKO | .124 | .031 | .232 | 4.009 | .000 |
| | TKP | .255 | .040 | .382 | 6.412 | .000 |

a. Dependent Variable: TKK

Table 11 presents partial results for the following variables, including:

1. The influence of training on the performance of Generation Z employees in Batam. With a calculated t number of 1.495 and a t table number of 1.966, the t-test of the training variable (X1) on employee performance (Y) produces a significant number with a number greater than ($0.136 > 0.05$) in this study. Therefore, HO is approved, and Ha is rejected, proving that the training variable does not have a visible impact on employee performance.
2. The influence of motivation on the performance of Generation Z workers in Batam City. Based on the research results, it is known that the calculated t number is 0.328 in the t table of 1.966. The results of the t-test of the motivation variable (X2) on employee performance (Y) in the research prove a significant number with a value greater than ($0.744 > 0.05$). It can be concluded that HO is accepted and Ha is rejected. As a result, motivation factors have little influence on employee performance.
3. The Influence of the Workplace on the Performance of Generation Z Batam City Workers. Based on the calculated t value of this research of 0.765 t table 1.966, the t-test results of the work environment variable (X3) on employee performance (Y) show significant results with a number greater than ($0.445 > 0.05$). It can be said that if Ho is accepted. Ha is rejected; it means that work environment variables do not really influence employee performance.
4. The Influence of Salary on Employee Performance in Generation Z in Batam City. Results Significant results were obtained from the t-test of this research on the relationship between the Compensation variable (X3) and Employee Performance (Y), which produced a t number of $4.009 > t$ table 1.966. As a result, Ho was not approved, and Ha was supported because the compensation variable could increase employee performance.
5. The influence of leadership on the performance of Generation Z workers in Batam. The t value for this research is $6.412 > t$ table 1.996, and the t-test findings of the relationship between the leadership variable (X3) and employee performance (Y) are significant if the value is smaller than ($0.000 < 0.05$). Therefore, it can be claimed that Ha is accepted, but HO is rejected, which shows the impact of leadership characteristics on staff performance.

DISCUSSION

From this analysis, it shows that the training variable does not have an impact on worker productivity. The performance of employees from a company that is not suitable means that adequate training is needed, and there must be ongoing training that can continuously develop the performance of working employees. Most companies only offer

new employee training that lasts up to three months. In addition, businesses must be able to implement various cutting-edge training programs that not only improve employee competency but also increase productivity. By research (Andayani & Hirawati, 2021)

According to the investigation, employee performance is not influenced by incentive variables. As a result, employee motivation cannot increase the output of Batam City employees. Lack of gratitude or appreciation is one factor in low employee work motivation. Lack of recognition or praise for completing challenging work will reduce a person's motivation to prepare tasks and will also result in decreased productivity. This research is supported by (Hidayat, 2021), who also found that motivation has no impact on performance, in contrast to findings from (Prasetya N, Faizal, & Choirunnisak, 2021) and (Ayu, Pangastuti, Sukirno, & Efendi, 2020) that motivation is has a significant positive impact on employee performance.

The analysis's conclusion shows a relationship between employees' work environment and their performance. The workplace is a factor that may have an impact on employee performance. It is reasonable to expect that employees also work in a good work environment. In this way, performance will automatically increase because employees feel at home and comfortable when working. This research is in line with research from (Sudiarso, 2022), which states that the work environment does not significantly influence employee performance. Meanwhile, research by (Sarip & Mustangin, 2023) and (Apriyanti, R Sudiarditha, & Saptono, 2021) states that the work environment influences employee performance.

The analysis reveals that compensation has a beneficial effect on worker performance. This means that employee performance increases along with the organization's compensation plan. If the compensation offered by the company does not reflect the efforts made by employees, then their initially excellent performance will soon decline. Company performance will be directly impacted if employees continue to perform below standard. As a result, salaries must be distributed according to the performance provided by employees. This research has the same results as research by (Liga Febrina et al., 2021) and (Bayu Seta et al., 2021).

Employee performance is also positively influenced by leadership. A company's value will ultimately increase because effective managers steer their employees in the right direction. Recognized leaders can bring positive adjustments that improve overall workforce performance.

It was concluded that this research had the same impact and results as Prayogi and Lesmana (2021), who found that leadership significantly improved employee performance.

CONCLUSSION

The research aims to analyze and study the influence of training, motivation, work environment, compensation, and leadership on the performance of Generation Z employees in Batam. There is no need to improve training too much because, in this study, it did not have an evident influence. But companies can also introduce new types of training that can help employees carry out their responsibilities. Companies in Batam generally only provide training in the first three months of work. To increase employee performance and flexibility in various situations, companies may add additional training periodically because many changes are occurring in this fast-paced era. Therefore, further and routine training is needed to keep up with these increasingly rapid changes. According to researchers, an employee's motivation in doing their work is also essential because the more significant the encouragement from self and outside, the better the results will be. To increase employee motivation, business owners in Batam and the companies where the employees work must be more appreciative of the hard work that employees have done by giving praise and other appreciation. Additionally, the workplace atmosphere has no impact on how well employees perform. If the workplace is better, more employees will appreciate it. Work approach. It's different if an inappropriate work environment can make employees feel anxious or unhappy about their duties, affecting performance. In Batam, according to workers from Generation Z, compensation for employees is little or commensurate with their work. Appropriate compensation for employees will make employees feel happy and calm because they feel appreciated or that their work is proportional. In Batam, it is often found that compensation is limited to the likes of BPJS Health and Social Security. The company can add extras such as commensurate food allowance or transportation allowance, etc. Leadership significantly improves the performance of Generation Z employees in Batam City. Business can develop under the leadership of a leader with a good and correct vision and mission.

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