
**ANALYSIS OF IMPROVING WORK ABILITY, JOB
SATISFACTION, COMPENSATION, AND ITS IMPACT ON THE
PERFORMANCE OF EMPLOYEES OF PTPN IV REGIONAL 1
KEBUN RANTAUPRAPAT**

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Abstract

This study aims to analyze the effect of work ability improvement, job satisfaction, and compensation on employee performance at PTPN IV Regional 1 Kebun Rantauprapat. The background of this research is based on the importance of effective human resource management in enhancing productivity and achieving corporate performance targets within the plantation sector. Optimal work ability, high levels of job satisfaction, and a fair and competitive compensation system are considered key determinants in improving employee performance. This research employs a quantitative approach using a survey method. The population consists of all employees at PTPN IV Regional 1 Kebun Rantauprapat, with a saturated sampling (census) technique applied. Data were collected through questionnaires and analyzed using multiple linear regression to examine both partial and simultaneous effects among variables. The results indicate that work ability improvement, job satisfaction, and compensation partially have a positive and significant effect on employee performance. Simultaneously, these three independent variables also significantly influence employee performance. These findings suggest that the company should optimize training and competency development programs, enhance performance-based compensation systems, and create a supportive work environment to sustainably improve employee satisfaction and performance.

Keywords: Work Ability, Job Satisfaction, Compensation, Employee Performance

INTRODUCTION

The increasingly dynamic changes in the business environment, characterized by increasing efficiency pressures, productivity demands, and global competition, demand every organization to have high-performing human resources. In the context of agribusiness and plantation companies, these challenges are increasingly complex due to the influence of commodity price fluctuations, climate change, and demands for modernization of work systems (Syafinuddin, 2024). PTPN IV as one of the State-Owned Enterprises (SOEs) in the plantation sector has a strategic role in supporting the national economy. PTPN IV Regional 1 Kebun Rantauaprat is required to be able to maintain productivity and operational performance in a sustainable manner in order to achieve the company's targets and increase competitiveness in the plantation industry.

Employee performance is a key factor in determining the success of achieving organizational goals. High-performing employees are able to improve operational efficiency, production quality, and organizational stability (Dhimas et al., 2024). Conversely, low performance can result in decreased productivity and increased company operational costs. One factor influencing employee performance is work ability. Work ability reflects the level of knowledge, skills, and competencies an employee possesses in carrying out their duties and responsibilities (Pane & Adillah, 2025). In the plantation sector, work ability is closely related to technical mastery, work accuracy, and an understanding of company operational standards.

Technological developments and management systems in the plantation sector demand continuous improvement in employee performance. However, not all employees are equally prepared to face these changes, potentially creating competency/work ability gaps that impact performance. In addition to performance, job satisfaction is also a crucial factor influencing employee performance. Job satisfaction reflects the extent to which employees are satisfied with their jobs, work environment, relationships with superiors and coworkers, and career development opportunities provided by the company (Aulia & Maghfiroh, 2025)..

In practice, there is still a phenomenon that occurs is a decrease in employee job satisfaction levels influenced by high workloads, production target pressures, and limited work facilities. This condition has the potential to reduce employee work motivation and negatively impact the performance produced. Another factor that is no less important is compensation. Compensation is a form of appreciation given by a company to employees for their contributions. Fair and competitive compensation is expected to increase employee motivation, satisfaction, and loyalty to the company (Martin Sinaga, 2025).

Employee perceptions of the compensation system are a source of dissatisfaction, as they are perceived as disproportionate to the workload and responsibilities they carry. This can lower morale and lead to a decline in employee performance, becoming a phenomenon. At PTPN IV Regional 1 Kebun Rantauaprat, human resource management challenges are increasingly complex, along with demands for increased productivity and efficiency. Companies need to ensure that employees have adequate work skills, a high level of job satisfaction, and a fair and transparent compensation system (Herlambang et al., 2024).

If work skills are not systematically improved, employees will struggle to adapt to increasingly complex work demands. Similarly, low job satisfaction and compensation

discrepancies can reduce employee commitment to achieving organizational goals. Several empirical studies have shown that work skills, job satisfaction, and compensation have a significant relationship with employee performance (Nurjanah & Fauzan, 2023; Riska & Iryani, 2021). However, these studies show variations in findings depending on the organizational context and the characteristics of the industrial sector studied.

According to Aditya et al (2020), in their study entitled *The Influence of Work Ability and Work Motivation on Employee Performance at PT. Nusantara Card Semesta (NCS) Jambi Branch*, work ability has a positive and significant effect on employee performance. According to Suardi (2020), in their study entitled *The Influence of Job Satisfaction on Employee Performance*, job satisfaction has an effect on performance. According to Faridhatun et al., (2025), in their study entitled *The Influence of Compensation on Employee Performance*, a fair and competitive compensation system has a positive impact on productive, participatory, and loyal work behavior. Conversely, compensation injustice can lead to negative behaviors such as decreased performance, absenteeism, and turnover.

Therefore, an empirical study is needed that specifically analyzes the influence of work ability, job satisfaction, and compensation on employee performance in the state-owned plantation sector, particularly at PTPN IV Regional 1 Kebun Rantauaprat, to obtain a more comprehensive and contextual picture. This research is important because the results are expected to provide a basis for managerial decision-making in designing effective and sustainable human resource development strategies. Furthermore, this research can also serve as evaluation material for companies in improving employee welfare and performance.

Based on this description, the research entitled "Analysis of Improving Work Ability, Job Satisfaction, Compensation, and Its Impact on Employee Performance of PTPN IV Regional 1 Kebun Rantauaprat" is relevant and strategic to be carried out to support the achievement of optimal organizational performance

REVIEW OF LITERATURE

Work ability

Employability is a skill that individuals must have to influence the success of an organization or company in doing its duties. If work skills continue to be trained and developed, it will affect the development of the company and produce optimal results (Novianti et al 2023).

According to Dewi (2021), one of the components of maturity is ability, which includes understanding and skills gained from education, training, or experience. In addition, according to Nafisatul et al (2024), ability in relation to work is a state in which a person performs tasks correctly, effectively, and successfully to achieve optimal results. so that the Company or a business benefits from employees who are able to complete the tasks assigned to them.

Indicators of employability according to Pattarani et al (2021), include:

1. Knowledge, which is the foundation that will build skills and abilities. Organized knowledge of information, facts, principles or procedures that when applied, will result in performance.
2. Training, which is a short-term educational process that uses systematic and organized procedures so that non-managerial workers learn technical knowledge and skills for a specific purpose.
3. Experience, which is the level of mastery of knowledge and the level of skill of a person in a job that can be measured from the length of service and the level of knowledge and skills possessed
4. Skills, which are the ability of a person to master work, tools and use machines without difficulty
5. The ability to work is a condition where a person feels able to complete the given work.

Job Satisfaction

Job Satisfaction is defined by looking at the extent to which individuals feel positively or negatively about **various** factors or dimensions of the tasks in their work. Job Satisfaction is an emotional attitude that is fun and loves their job (Atmaja, 2022). Meanwhile, according to Jufrizen & Pratiwi (2021), Job Satisfaction is a pleasant psychological state felt by workers in a work environment because of the adequate fulfillment of needs. According to Afandi (2021), job satisfaction is the effectiveness or emotional response to various aspects of work. A set of employees' feelings about whether or not their work is enjoyable. Wibowo et al (2022) explained that job satisfaction is the extent to which a person feels happy with their work and work environment. According to Sutrisno (2022), job satisfaction is a sense of happiness in employees who respect and fulfill their duties. Based on some of the above definitions of job satisfaction, it can be concluded that job satisfaction is the feeling that a person/individual feels about his or her job, both pleasant feelings and unpleasant feelings because of the job.

Indicators of Job Satisfaction according to Atmaja (2022) include:

1. Payment of wages/salaries.
2. Work environment, which includes physical and non-physical work environment factors.
3. Working group.
4. Supervision.

Compensation

According to Olivia et al (2024), employee job satisfaction is a positive feeling formed from an employee's assessment of his or her work based on the employee's perception of how well his or her job is, which means that what is gained at work already meets what is considered important. According to Fanti (2023), compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided by the company to provide job satisfaction for employees.

According to Wandu et al (2022), compensation can be defined as a form of lead services provided to employees as a form of appreciation for their contributions and work to the organization. Compensation can be in the form of direct or indirect financial compensation, and the award can also be indirect.

According to Putra & Sari (2023) it is stated that compensation indicators:

1. Wages and Salaries
2. Incentives
3. Benefits
4. Facilities

Employee Performance

According to Amal (2023), employee performance is a result where people and resources in a certain work environment jointly bring final results based on the level of quality and standards that have been set. Meanwhile, according to Hindardjo et al (2022), employee performance is the level of efficiency and effectiveness as well as innovation in achieving goals by management and divisions in the organization. danya. According to Astuti (2023), performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets or goals or criteria that have been determined in advance and agreed upon. Meanwhile, according to Aziz and Caraka (2024), "performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period". Performance is also said to be an act, an achievement, a skill in doing one's job.

According to Rizaldi (2021), employee performance indicators:

1. Quality of work.
2. Punctuality/discipline.
3. Initiative.
4. Ability.
5. Communication

RESEARCH METHOD

This study uses a quantitative approach with the type of explanatory research. This approach aims to elucidate the causal relationship between employability, compensation, job satisfaction, and employee performance through testing hypotheses that have been formulated. The research design is cross-sectional, i.e. data collection is carried out at a certain time. The research was carried out at PTPN IV Regional 1 Kebun Rantauaprat, which is one of the strategic business units in the plantation sector. The research time is planned for ± 3 months, including the stage of instrument preparation, data collection, data processing, and preparation of research reports.

Sugiyono (2022), population is a generalized area that includes subjects or objects that have certain characteristics and qualities that are determined by researchers to be studied and subsequently drawn conclusions. In this study, the number of the population studied was 50 people, namely employees of PTPN IV Regional 1 Kebun Rantauaprat who came from

various divisions and levels of positions. Sugiyono (2022) also explained that samples are part of a population that has numbers and characteristics that represent that population. Because the population is relatively small, the sampling technique used is the saturated sampling technique (census), where the entire population is used as a research sample, so that the sample size is 50 respondents. The use of the entire population as a sample is expected to be able to provide a comprehensive and representative picture of the condition of PTPN IV Regional 1 Kebun Rantaprapat employees, because the entire population is directly involved in the research data collection process.

From the data collected from the research results, an analysis of the problems faced was carried out using the SPSS computer software program. SPSS (Statistical Package for Social Sciences) is a computer program used to analyze data with statistical analysis; SPSS used in this study is SPSS version25

RESULTS AND DISCUSSION

Table 1 Results of the Validity Test of Research Instruments

Variabel	Statement	Calculated r-value	Table r values	Remarks
Employability (X ₁)	P1	0.532	0.273	Valid
	P2	0.534	0.273	Valid
	P3	0.504	0.273	Valid
	P4	0.506	0.273	Valid
	P5	0.332	0.273	Valid
Job satisfaction (X ₂)	P1	0.722	0.273	Valid
	P2	0.625	0.273	Valid
	P3	0.833	0.273	Valid
	P4	0.607	0.273	Valid
Compensation (X ₃)	P1	0.618	0.273	Valid
	P2	0.617	0.273	Valid
	P3	0.586	0.273	Valid
	P4	0.631	0.273	Valid
Employee performance (Y)	P1	0.804	0.273	Valid
	P2	0.589	0.273	Valid
	P3	0.757	0.273	Valid
	P4	0.332	0.273	Valid
	P5	0.351	0.273	Valid

Source: Data processed, 2026

The validity test was conducted using the Pearson Product Moment correlation between the item score and the total score (*Corrected Item–Total Correlation*). A statement item is declared valid if the value of r is calculated > r of the table at a significance level of 0.05 or has a significance value (Sig.) < 0.05. Based on table 1 above, all statement items in each

variable have a correlation value greater than r table; it can be concluded that the research instrument is valid and suitable for data collection and further analysis.

Table 2. Reliability Test Results

Variabel	Calculated value Reliability	r- Remarks
Employability (X_1)	0,725	Reliabel
Job satisfaction (X_2)	0,807	Reliabel
Compensation (X_3)	0,784	Reliabel
Employee performance (Y)	0,755	Reliabel

Source: Data processed, 2026

Based on Table 2, the reliability test shows that the calculated r value of each variable proves that the value is greater than the r value in the table. So, it can be concluded that all instruments in the research can be continued.

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			50
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.03547161
Most Extreme Differences	Absolute		.122
	Positive		.063
	Negative		-.122
Test Statistic			.122
Asymp. Sig. (2-tailed) ^c			.061
Monte Carlo Sig. (2-tailed) ^d	Sig.		.059
	99% Confidence Interval	Lower Bound	.053
		Upper Bound	.065

Source: Data processed, 2026

Based on Table 3, it is known that *Asymp. Sig. (2-tailed)* is 0.061 and above the significant value (0.05); thus, the residual variable is normally distributed. The *Kolmogorov-Smirnov* value of Z , which is 0.5, is less than 0.061, meaning that there is no difference between the theoretical distribution and the empirical distribution, or in other words, the data is said to be normal.

**Table 4
Multicollinearity Test Results**

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF

1	(Constant)		
	Employability	.674	1.484
	Job satisfaction	.675	1.481
	Compensation	.621	1.611
a. Dependent Variable: Employee performance			

Source: Data processed, 2026

From Table 4, it shows that the VIF value of work ability (X1) is 1,484, job satisfaction (X2) is 1,481 and compensation (X3) is 1,611 < 10, so there is no Multicollinearity. From the *value of the tolerance* of work ability (X1) of 0.674, job satisfaction (X2) of 0.765, and compensation (X3) of 0.621 > 0.1, there is no multicollinearity

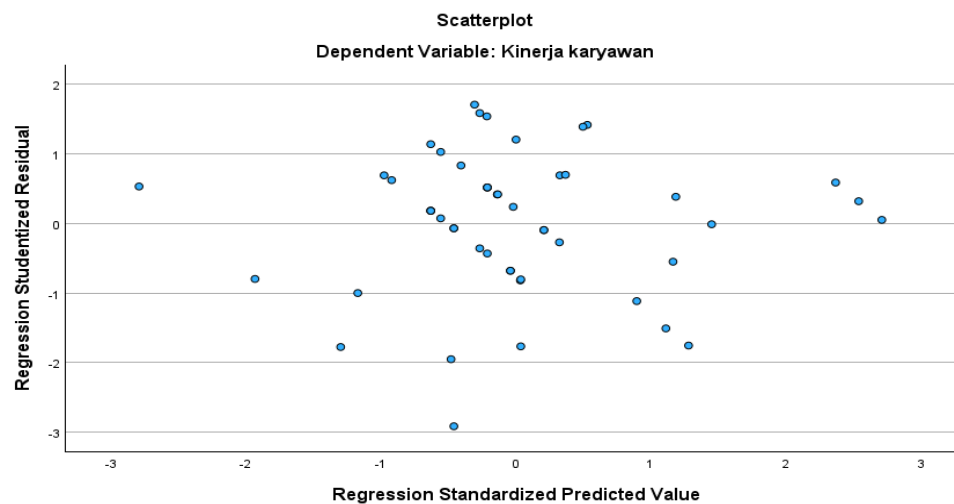


Figure 1.
Heteroscedasticity Test Results

Based on the results of the heteroscedasticity test using the Scatterplot graph, the residual points are randomly spread above and below the zero on the Y-axis and do not form a specific pattern, such as a funnel, undulating, or forming a certain line. The random and irregular spread of the points indicates that the residual variance is constant (homoscedasticity). Thus, it can be concluded that the regression model in this study does not experience symptoms of heteroscedasticity, so the classical assumption of regression is fulfilled, and the model is suitable for further analysis.

Table 5
Multiple Linear Regression Test Results

Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients
Model		B	Std. Error	Beta
1	(Constant)	2.472	1.947	
	Employability	.263	.106	.249

Job satisfaction	.413	.100	.415
Compensation	.381	.116	.344

a. Dependent Variable: Employee performance

Based on the calculation in table 5, multiple linear regression can be obtained as follows:

$$Y = 2.472 + 0.263X_1 + 0.413X_2 + 0.381X_3$$

Description:

1. A constant of 2,472 means that if the variables of work ability, job satisfaction, and compensation value are 0, then employee performance will increase by 2,472.
2. The workability regression coefficient of 0.263 means that every time there is an addition of one unit of work ability, employee performance increases by 0.263.
3. The work satisfaction regression coefficient of 0.413 means that every time there is an addition of one unit of job satisfaction, employee performance increases by 0.413
4. The compensation regression coefficient of 0.381 means that every time one unit of compensation is added, employee performance increases by 0.381.

Table 6
Partial Test Results (t-test)

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.472	1.947		1.269	.211
	Employability	.263	.106	.249	1.483	.017
	Job satisfaction	.413	.100	.415	4.144	<.001
	Compensation	.381	.116	.344	3.288	.002

a. Dependent Variable: Employee performance

Source: Data processed, 2026

Based on the results of the t-test from the description above, it can be seen that the t-value of the table for 50 respondents at a significance value of 0.05 with a degree of freedom (df=50-4-1) is 1.679 for the one-way test. If t is calculated to exceed t of the table and the significance level is less than 0.05, then the variable is significant and the hypothesis is acceptable. The following is an explanation of each variable:

1. Based on the results of the t-test, the workability variable (X1) had a calculated t-value of 2,483 > a table t-value of 1.679 and a significance value of 0.017 < 0.05, so H1 was accepted, namely the workability variable showed a positive and significant relationship to employee performance.
2. Based on the results of the t-test, the work satisfaction variable (X2) has a calculated t-value of 4,144 > a table t-value of 1.679 and a significance value of 0.001 < 0.05, so that H2 is accepted, namely the work satisfaction variable shows a positive and significant relationship to employee performance.

3. Based on the results of the t-test, the compensation variable (X3) has a calculated t-value of 3,288 > a table t-value of 1.679 and a significance value of 0.002 < 0.05, so that H3 is accepted, namely the compensation variable shows a positive and significant relationship to employee performance.

Table 7
Simultaneous Test Results (F Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.042	3	38.681	33.867	<,001 ^b
	Residual	52.538	46	1.142		
	Total	168.580	49			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Compensation, Job satisfaction, Employability

Source: Data processed, 2026

Based on Table 7, it shows that the result of the F test is 33,867 with a significant level of 0.001, while the Ftable value in the statistical table of distribution t with *the level of test* $\alpha = 5\%$ and $df_1 = (k-1) = 4$ and $df_2 = (n-k-1) 45$ is 2.812. When comparing the value of Fcal (33,867) > Ftable (2,812), it is concluded that together the variables of work ability (X1), job satisfaction (X2), and compensation (X3) are simultaneously compared to the bound variable, namely employee performance (Y).

Table 8
Result Coefficient of Determination (R2)

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.668	1.069

a. Predictors: (Constant), Compensation, Job satisfaction, Employability

b. Dependent Variable: Employee performance

Source: Data processed, 2026

Table 8 shows that the R Square value of 0.688 or 68.8% means that the relationship between work ability (X1), job satisfaction (X2), and compensation (X3) to the variable can affect employee performance (Y) by 68.8%, while the remaining 31.4% is influenced by other variables that are not studied in this study.

The effect of work ability on employee performance

The results of the research hypothesis were obtained that the value of the variable calculation of work ability (X1) was 2,483 with a significant value (0.013); As for the value of the table in the distribution statistics table t with *the level of test* $\alpha = 5\%$ and $df_1 = (k-1) = 4$ and $df_2 = (n-k-1) = 45$ is 1.679. Based on the results of the regression analysis, work ability has a positive and significant effect on employee performance at PTPN IV Regional 1 Kebun

Rantaupratat. This means that the higher the level of technical and non-technical competence of employees such as mastery of standard operating procedures (SOPs), accuracy in the management of garden products, and the ability to complete work according to targets, the higher the performance achievements produced. Empirically, this can be seen from the increase in productivity, quality of work results, punctuality, and the lack of operational errors in employees who have better work skills. This research is supported by Sari and Nugroho (2022) showing that work ability has a positive and significant effect on employee performance in manufacturing companies, where technical competence is the dominant factor in increasing work productivity.

The effect of job satisfaction on employee performance

The results of the research hypothesis were obtained that the value of the variable of job satisfaction (X2) was 4.144 with a significant value (0.046); As for the value of ttable in the statistical table of distribution t with the level of test $\alpha = 5\%$ and $df1 = (k-1) = 4$ and $df2 = (n-k-1) = 45$ is 1.679. Based on the results of empirical analysis, job satisfaction has a positive and significant effect on employee performance at PTPN IV Regional 1 Kebun Rantaupratat. This shows that the higher the level of employee satisfaction with work aspects such as work environment conditions, relationships with superiors and colleagues, the reward system, and the clarity of the division of tasks, the more optimal the performance produced. Satisfied employees tend to work responsibly, have strong intrinsic motivation, and show commitment to achieving the company's targets. This finding is supported by Putri and Santoso (2022) found that job satisfaction has a positive and significant effect on employee performance in the service industry sector, where aspects of employment relations and rewards are the dominant factors.

The effect of compensation on employee performance

The results of the research hypothesis were obtained that the value of the compensation variable (X3) was 3.288 with a significant value (0.002); As for the ttable value in the distribution statistics table t with the level of test $\alpha = 5\%$ and $df1 = (k-1) = 4$ and $df2 = (n-k-1) = 45$ is 1.679. Based on the results of the research analysis, compensation has a positive and significant effect on employee performance at PTPN IV Regional 1 Kebun Rantaupratat. This shows that the more fair, competitive, and performance-based the compensation system implemented, the higher the level of productivity, work quality, and achievement of the targets produced by employees. A clear and transparent compensation system can increase extrinsic motivation, equity perception, and commitment to the organization. This finding was strengthened by Wulandari and Setiawan (2022) finding that financial compensation has a significant effect on the performance of employees of manufacturing companies, especially through increased work motivation.

The effect of job ability, job satisfaction, and compensation on employee performance

Through hypothesis testing, work ability, job satisfaction, and compensation have been proven to have a positive and significant influence on employee performance. This is seen from the value of $F_{cal} (33,681) > F_{tabel} (2,812)$; and a significant level ($0.001 < 0.05$) of these results indicates that job ability, job satisfaction, and compensation for employee

performance. To find out the contribution of work ability, job satisfaction, and compensation to employee performance, you can see from *R Square* of 68.8%. This value means that work ability, job satisfaction, and compensation can affect employee performance by 68.8% while the rest is 31.4%. shows that employee performance is influenced by variables that are not discussed in this study. The influence of work ability, job satisfaction, and compensation on employee performance can be explained that these three variables complement each other in shaping employee performance.

CONCLUSION

Based on the results of the study on the influence of work ability, job satisfaction, and compensation on employee performance at PTPN IV Regional 1 Kebun Rantauprapat, it can be concluded that:

- Work ability has a positive and significant effect on employee performance. The higher the technical competence, knowledge, and skills that employees have, the more optimal the achievement of work targets, the quality of output, and the productivity produced.
- Job satisfaction has a positive and significant effect on employee performance. Employees who feel satisfied with the work environment, interpersonal relationships, and management system show a higher level of commitment and responsibility.
- Compensation has a positive and significant effect on employee performance. A fair, transparent, and performance-based reward system can increase motivation and encourage the achievement of better work results.
- Simultaneously, employability, job satisfaction, and compensation have a significant influence on employee performance. The most dominant variable in improving performance is work ability, which shows that the competency aspect is a key factor in achieving productivity in the plantation sector

Based on these conclusions, some strategic recommendations that can be given are:

1. Continuous Competency Improvement
Management needs to optimize technical training programs and competency development based on the operational needs of the plantation, including occupational safety and production efficiency training.
2. Increased Job Satisfaction
Companies are advised to improve internal communication, strengthen relationships between superiors and subordinates, and create a safe and comfortable work environment to increase employee work engagement.
3. Compensation System Optimization
The compensation system needs to be structured in a transparent and performance-based manner, considering plantation industry standards to remain competitive and fair.
4. Periodic Performance Evaluation
Companies need to conduct periodic performance evaluations based on measurable indicators (KPIs) so that human resource management is more effective and targeted.

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