



The Influence Of Work Environment And Compensation On Employee Performance At CV Andika Tani Makmur In Blitar

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Abstract

Introduction/Main Objectives: This study analyzes the influence of the work environment and compensation system on employee work performance at CV Andika Tani Makmur, a company engaged in hybrid corn seed cultivation that relies on accuracy and manual labor. This topic is relevant because the consistency of employee performance directly shapes the quality of hybrid corn yields. As such, companies need empirical insight into which factors can effectively improve employee performance.

Background Problems: This study is driven by the instability of employee performance in the maize cultivation process, especially regarding detasseling, crop cleanliness, and punctuality. This variation in performance raises a key question: can the work environment and compensation explain the difference in performance in CV Andika Tani Makmur?

Novelty: This research focuses on the agricultural context in particular the corn seeding industry, which demands a high level of precision and consistency in the work. Although the work environment and compensation factors have been widely studied, few studies have examined these two variables simultaneously in the agribusiness sector, which has different fieldwork characteristics from other industrial sectors.

Research Methods: The 62 participants in this associative quantitative study were selected using a saturation sampling method. The data were analyzed using multiple linear regression using a Likert-scale questionnaire. In order to quantify the impact of the work environment and compensation on employee performance, the study was conducted using tests for validity, reliability, classical assumptions, t-tests, F-tests, and R².

Finding/Results: According to the results, there is a favorable and substantial relationship between employee performance and the work environment and compensation. When compared to other workplace factors, compensation has a statistically significant impact on Employee Performance.

Conclusion: Improving the work environment and implementing performance-based compensation is an effective strategy to increase productivity and maintain production quality. These findings have practical implications for agricultural companies in designing more responsive and evidence-based human resource management policies.

Keywords: Work environment; Compensation; Employee performance; Agribusiness; Multiple linear



Introduction

Employee performance is an important A critical driver for an organization's success in fulfilling its mission and maintaining its competitive position. Findings by Agung Anggoro Seto, S.E., M.Si., C.FR., C.Ftax. et al., (2023) performance is the result of work both in quality and quantity achieved by an employee according to the responsibilities given. In the context of the agricultural sector, employee performance has a direct effect on the success of the production process and the quality of crop yields. Research Saputri & Hotima, (2024) revealed that companies in the agricultural sector often experience difficulties in maintaining consistent workforce performance due to physical fatigue, varying levels of discipline, and lack of direct supervision in the field. These findings are in line with Roedyati & Purwanti, (2025) which explains that instability in employee performance can reduce the quality of production results, particularly in agriculture, where the success of crops relies on exacting harvesting procedures. This is also reinforced by the findings Suryana et al., (2021) which shows that fluctuations in labor performance have a direct impact on the quality of production in the agricultural sector. A similar pattern can be seen in Andika Tani Makmur's CV, where differences in accuracy and work responsibilities between employees still result in variations in harvest quality. Therefore, improving employee performance is a strategic factor so that the company can maintain consistency in quality and product competitiveness.

The productivity and quality of a company's production are both negatively impacted by underperforming employees. Research literature Tarigan et al., (2022), Suboptimal Employee Contribution has the potential to hinder the achievement of production targets and reduce the efficiency of work activities in the field. These findings are in line with Umam & Setyaningrum, (2025), explaining that instability in labor performance can disrupt the smooth running of operations, especially in the agricultural sector which is very demanding of precision. A similar situation occurred at CV Andika Tani Makmur, where the variation in work quality between employees was still clearly visible, especially in the aspects of crop cleanliness and punctuality in completing tasks. Some harvest outputs have not even met the expected seed quality standards, such as the presence of klobot or manure that reduces quality and selling value. This condition confirms that improving labor performance is a crucial step to maintain the consistency of production quality while strengthening the company's competitiveness in the agricultural market. Employee performance is influenced not only by individual abilities, but also by external factors such as working environment conditions and compensation policies implemented by the organization. A conducive work environment characterized by comfortable, safe physical conditions, and supportive social relationships can increase employee motivation and work effectiveness. W. A. T. Handoko et al., (2024) explained that Improving performance is a direct result of a high-quality work environment, which boosts motivation and job satisfaction. Research by Zhenjing et al., (2022) supports this idea, highlighting how a happy work atmosphere can boost employee engagement and productivity, leading to better overall performance. Social factors such as communication with superiors and collaboration with colleagues also shape employees' sense of comfort and attachment to the company, therefore enhancing their efficiency in performing their responsibilities. The journal title "Analysis The Effect of Compensation and Work Environment on" is the same as "The Impact of the Workplace Environment on Employee Performance". Task Performance Employee performance is influenced not only by individual abilities, but also by external factors such as the conditions of the work environment and the compensation policies implemented by the organization. A conducive work environment characterized by comfortable, safe physical conditions, and supportive social relationships can increase employee motivation and work effectiveness. W. A. T. Handoko et al., (2024) explained that Improving performance is a direct result of a high-quality work environment, which boosts motivation and job satisfaction. Research by Zhenjing et al., (2022) supports this idea, highlighting how a happy work

atmosphere can boost employee engagement and productivity, leading to better overall performance. Social factors such as communication with superiors and collaboration with colleagues also shape employees' sense of comfort and attachment to the company, therefore enhancing their efficiency in performing their responsibilities.

Compensation, meanwhile, is the way in which a business shows its gratitude to workers for their efforts. Increased motivation and job satisfaction are directly correlated with equitable and performance-based compensation, according to research by Saputri & Hotima, (2024). The results found by Roedyati & Purwanti, (2025) corroborate these conclusions, which explains that a transparent compensation system can encourage employees to improve their quality of work and responsibilities. In the operations of CV Andika Tani Makmur, the company plans to implement a performance-based incentive scheme for field and administrative employees. At the supervision level, for example, incentives will be given to field supervisors if the harvest achievement meets the target of land area and productivity.

Detasseling officers will also receive awards when the results of the swab are in accordance with the set seed quality standards. Meanwhile, harvest transport workers have the opportunity to receive additional compensation if the crops transported are kept clean and of high quality. All production lines should see an increase in motivation and performance improvement thanks to this reward scheme. There has been a lot of research looking at the link between pay, working conditions, and productivity, but the results have been all over the map. Scientific findings reported by Tarigan et al., (2022) According to the results, there is a strong correlation between a pleasant workplace and productive workers. The influence of the environment in creating a motivating and encouraging atmosphere is believed to be responsible for this effect. The results corroborate those of Umam & Setyaningrum, (2025), who found that monetary reward and working conditions have a synergistic effect on raising motivation and output. Hasyim & Wirjawan, (2024) came to a different conclusion, stating that pay did not significantly affect employee satisfaction. This insignificance occurs when the compensation system does not match the workload or does not provide a proportionate reward. These differences in results suggest that the effects of compensation are contextual and not always consistent between organizations. Since employees' performance is directly related to the production process and the quality of crop yields, it is crucial to conduct this research again within the context of agricultural businesses, particularly in CV. Andika Tani Makmur, to determine the extent to which working conditions and compensation impact employee performance. Both theoretical research and current empirical data show that there is still no clear consensus on how pay and working conditions affect productivity in the workplace. Some studies reported positive and significant effects, while others found less consistent results. The variation of these findings indicates that the relationship between the two variables is contextual and influenced by the characteristics of the work sector. This is especially relevant in the agricultural sector which has different work demands from other industrial sectors. This study aims to reevaluate the impact of remuneration and working circumstances on Andika Tani Makmur's performance under these conditions. Here are the research theories that have been proposed based on this description:

H: "The workplace environment exerts a positive and statistically significant influence on employee performance."

H: "Compensation has a positive and statistically significant influence on employee Performance."

H: "The workplace environment and compensation jointly demonstrate a positive and significant impact on employee Performance."

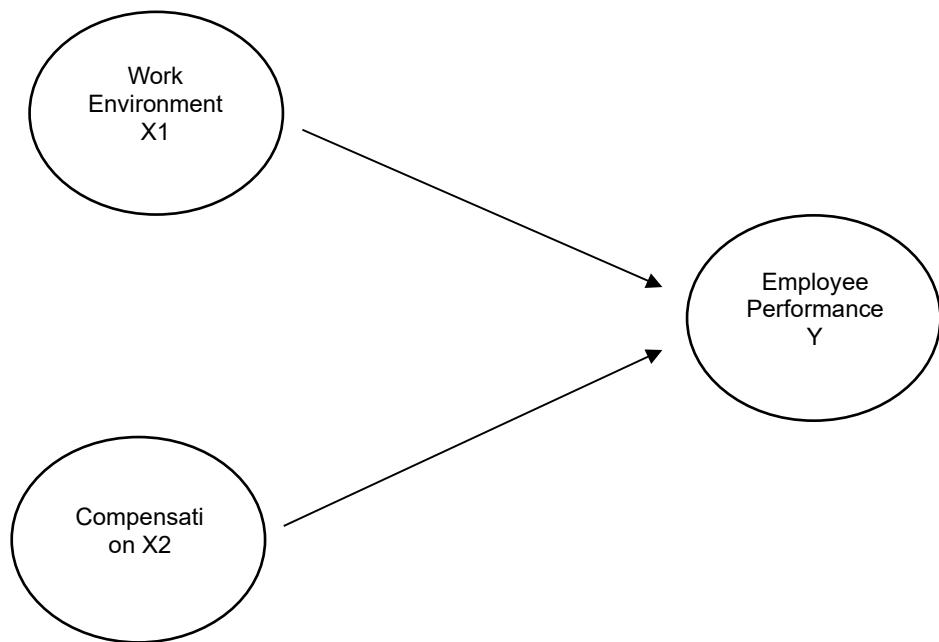


Figure 1 Conceptual Framework

Source: Developed by the Author, 2025

Research Methods

According to Prof. Dr. Sugiyono, (2022), this study employs an associative quantitative technique, which is a method for studying the relationship between variables by analyzing numerical data that has been statistically processed. This research was conducted on CV. Andika Tani Makmur, a company engaged in hybrid corn hatchery in Blitar Regency, East Java. This study's population consists of all company employees, with a total of 62 people, consisting of field supervisors, field workers and administrative departments. Saturated (census) sampling was used in the study, which meant that the full population was considered for the sample.

Data were collected using a questionnaire with a five-point Likert scale, from “*Strongly Agree (1)* to *Strongly Agree (5)*.” The research instruments are compiled based on indicators from each variable, namely:

1. **Work Environment (X₁)**: cleanliness of work areas, work facilities, relationships between employees, and safety Tarigan et al., (2022).
2. **Compensation (X₂)**: Salary, incentives, benefits, fairness of compensation, and payment accuracy Saputri & Hotima, (2024).
3. **Employee Performance (Y)**: assignment Ability volume of work, responsibility, punctuality, and work discipline Roedyati & Purwanti, (2025).

The data was analyzed using the multiple linear regression approach in SPSS software version 26. In order to find out how factors in the workplace and pay affect productivity, the test goes through a series of steps: validity, reliability, classical assumption, t, simultaneous F, and determination coefficient (R²). Following the recommendations made by Prof. H. Imam

Ghozali, M.Com., Ph.D., CA, (2018), this study's validity and reliability testing determined that the instrument was reliable if Cronbach's Alpha was greater than 0.70 and valid if the item-total correlation value was greater than r from the table. Also included are Kolmogorov-Smirnov and multiple linear regression analyses. Following the guidelines laid out by Prof. H. Imam Ghozali, M.Com., Ph.D., CA, (2018), we used scatterplots to check for residual normality, multicollinearity, and heteroscedasticity. This method guarantees that the regression model is eligible, which is necessary for correct interpretation of the findings.

Result

Table 1 Validity Test

VARIABLE	INDICATOR S CORRELATIONS	VALUE Of r	Sig	Level	Information
Work environment	X1.1	0, 949	0,254	0,000	0,05 VALID
	X1.2	0,949	0,254	0,000	0,05 VALID
	X1.3	0,776	0,254	0,000	0,05 VALID
	X1.4	0,949	0,254	0,000	0,05 VALID
	X1.5	0,743	0,254	0,000	0,05 VALID
Compensation	X2.1	0,755	0,254	0,000	0,05 VALID
	X2.2	0,793	0,254	0,000	0,05 VALID
	X2.3	0,868	0,254	0,000	0,05 VALID
	X2.4	0,926	0,254	0,000	0,05 VALID
	X2.5	0,926	0,254	0,000	0,05 VALID
	X2.6	0,926	0,254	0,000	0,05 VALID
Employee Performance	X3.1	0,980	0,254	0,000	0,05 VALID
	X3.2	0,828	0,254	0,000	0,05 VALID
	X3.3	0,980	0,254	0,000	0,05 VALID
	X3.4	0,980	0,254	0,000	0,05 VALID
	X3.5	0,980	0,254	0,000	0,05 VALID

Source: Processed Data, 2025

The outcomes of the validity test demonstrated that the estimated r values for the variables X1, X2, and Y were higher than the r values in the table (0.254), with a significance level of $0.000 < 0.05$. In other words, everything in the statement is true and appropriate for study.

Table 2 Reliability Test

Items	Cronbach's Alpha	Provision	Cloclusion
X1	0.889	>0.6	RELIABLE
X2	0.912	>0.6	RELIABLE
X3	0.961	>0.6	RELIABLE

Source: Processed Data, 2025

The reliability test yielded the following Cronbach's Alpha scores for the variables:

1. Working environment (X1) = 0.889
2. Compensasi (X2) = 0.912
3. Employee performance (Y) = 0.961

This research instrument can be utilized consistently because the overall value is more than 0.6, which indicates that all variables are dependable.

Table 3 Normalitas One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		62
Normal Parameters ^{a,b}	Mean	0
	Std. Deviation	3,49479258
Most Extreme Differences	Absolute	0,103
	Positive	0,063
	Negative	-0,103
Test Statistic		0,103
Asymp. Sig. (2-tailed)		,169 ^c

Source: Processed Data, 2025

It was shown that the residuals in the regression model are normally distributed since the significance value of 0.169, which was greater than the α threshold of 0.05, was produced by the KolmogorovSmirnov normality test. The data are suitable for multiple linear regression analysis now that the assumption of normality has been met. This residual normality also indicates that the model does not experience distribution deviations and that the hypothesis test results can be validly interpreted.

Table 4 Multicollinearity Test

Independent Variables	Tolerance	VIF	Information
Work Environment	0,404	2,476	Multicol Free
Compensation	0,404	2,476	Multicol Free

Source: Processed Data, 2025

The VIF value was 2.476 (<10) and the Tolerance value for the X1 and X2 variables was 0.404 (>0.10), according to the results of the multicollinearity test. The absence of multicollinearity symptoms in the regression model is demonstrated by this.

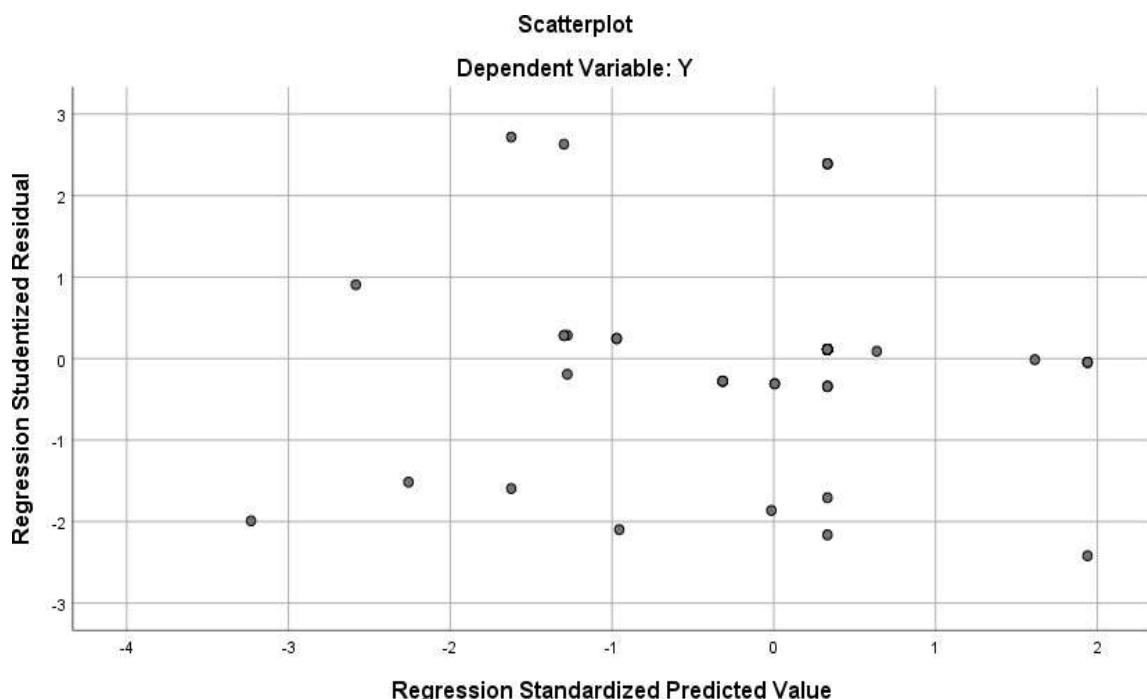


Figure Heterokedasticity Test

Source: Processed Data, 2025

The findings of the heterokedasticity test through scatterplots show that the distribution of data points is randomly above or below the zero axis without forming a specific pattern. This condition indicates the absence of heterokedasticity in the model, and regression model is declared to meet the assumptions and is suitable for further analysis.

Table 5 Determination Test

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574a	,330	,307	3,554

Source: Processed Data, 2025

R and R Squared were both found to be 0.574 and 0.330, respectively, in the test for determination coefficients. So, X1 being the work environment and X2 being compensation can explain 33% of the variance in Y, the employee performance variable. Other factors, such as job motivation, workload, experience, and the company's supervisory system, accounted for 67% of the variation. The absence of overfitting and quite strong predictive abilities are both demonstrated by the Adjusted R Square value of 0.307 for the regression model. It may be inferred from this that, while not entirely controlling, financial incentives and working conditions do play a substantial role in determining CV success. Makmur, Andika Tani.

Partial T Test

Table 6 How the Workplace Environment Shapes Employee Performance

Unstandardized Coefficients			Standardized Coefficients		t	Sig.
Type	B	Std. Error	Beta			
1	(Constant)	8,635	1,323		6,528	,000
	Work Environment	,656	,053	,846	12,305	,000

Source : Processed Data, 2025

Based on the statistical results, it can be inferred that the work environment variable (X1) significantly impacts employee performance (Y) since the t-test yielded a computed t-value of

12.305 with sig = 0.000 < 0.05. $Y = 8.635 + 0.656X_1$ is the regression equation. This translates to a 0.656-unit gain in productivity for every 1-unit improvement in the workplace.

Table 7 The impact of Compensation on Employee Performance

Unstandardized Coefficients			Standardized Coefficients			
Type	B	Std. Error	Beta	t	Sig.	
1	(Constant) 2,715	1,065		2,548	,013	
	Compensation ,744	,036	,937	20,834	,000	

Source: Processed Data, 2025

It may be inferred that the compensation variable (X2) significantly affects employee performance (Y) based on the t-test findings, which indicated a computed t-value of 20.834 with $\text{sig} = 0.000 < 0.05$. The equation for regression is $Y = 2.715 + 0.744X$. This translates to a 0.744 point improvement in productivity for every one unit increase in pay. The acceptance of partial hypotheses indicates that “the work environment and compensation both significantly and positively impact employee performance.”

Table 8 Test F

Type	Sum Squares	of	Df	Mean Square	F	Sig.
1	Regression 23,278		2	11,639	320,700	,000b
	Residual 2,141		59	,036		
	Total 25,419		61			

Source: Processed Data, 2025

The Result Its of the F test showed a calculated F value = 320.700 with a significance of 0.000 < 0.05. This demonstrates that both the working conditions and pay rate significantly impact productivity in the workplace. Therefore, we accept the H_3 hypothesis, which Indicates that “the two Independent variables have significant impact on enhancing employee performance when combined.”

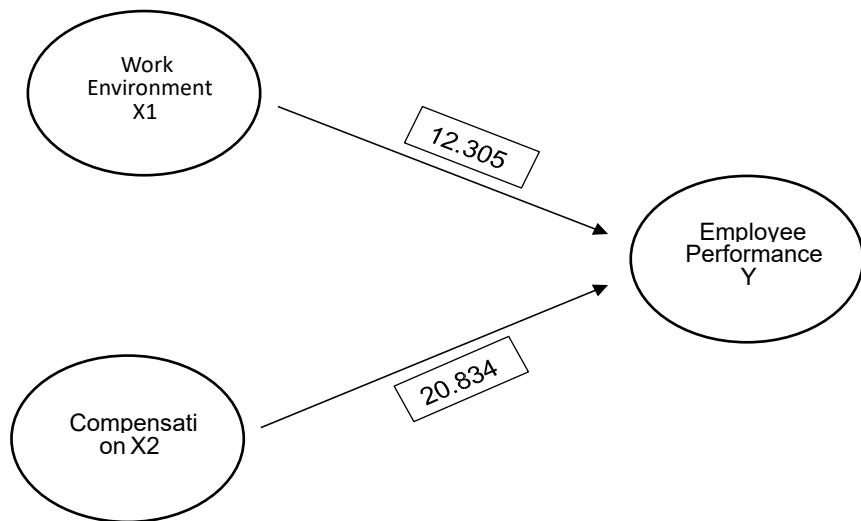


Figure 3 Diagram Link Between Variable

Source : Processed Data, 2025

The structural link between the independent and bound variables in this study is shown by the diagram. The variables of Work Environment (X₁) and Compensation (X₂) are shown as the two main factors that affect Employee Performance (Y). The direction of the arrow indicates the direction of influence, where the two independent variables (X₁ and X₂) contribute directly to the dependent variable (Y). The values listed on each arrow line are the t-statistical values of the partial test results (t-test) in multiple linear regression analysis.

1. The arrows of $X_1 \rightarrow Y$ indicate that “the work environment has a positive influence on employee performance”, indicated by a t-statistical value of 12.305. This means that “the better the working environment conditions that employees feel, the better the performance will be produced.”
2. The arrows of $X_2 \rightarrow Y$ indicate that “compensation also has a positive effect on employee performance”, with a t-statistical value of 20.834. This means that “the better the compensation system the company implements, the higher the level of performance shown by employees.”

Overall, the pathway diagram emphasizes that both the work environment and compensation are important factors in improving employee performance on a CV. Andika Tani Makmur. Both variables make a partial significant contribution, and are both major components in this research model.

Discussion

Work Environment On Employee Performance

The study findings indicate that “the work environment contributes positively to employee performance.” The responses suggest that a workplace characterized by cleanliness, safety, comfort, and supportive interpersonal relationships enhances employees’ focus and improves their effectiveness in completing tasks. This condition allows employees to work more

purposefully and responsibly. Tarigan et al., (2022) found that a positive work atmosphere can boost morale and productivity, and our regression results support this. Additionally, according to Umam & Setyaningrum, (2025), the workplace significantly affects the level of employee motivation to reach work goals.

Research from Astuti & Damayanti, (2023) Also reinforcing this finding, that a well-organized physical and non-physical work environment can increase the effectiveness of employees' daily work. Moreover Saputri & Hotima, (2024) shows that disorder and discomfort in the work environment can reduce the quality of output as well as the accuracy of work. These findings emphasize that improving the working environment conditions has the potential to have a positive impact on employee performance at CV Andika Tani Makmur.

Research Nindy Sulistia & Nazifah Husainah, (2025) It also shows that an organized, safe, and supported work environment supports good work coordination directly contributes to increasing the effectiveness and accuracy of employees' work. These findings further strengthen that conducive working environment conditions are an important factor in improving CV employee performance. Andika Tani Makmur.

Compensation For Employee Performance

The study result demonstrate that compensation positively affects employee performance. Respondent expressed favorable perceptions of the company's compensation scheme, particularly regarding fairness, punctual disbursement, and the planned implementation of performance-based incentive plans. Proportionate compensation makes employees feel valued, thus encouraging increased motivation, discipline, and overall quality of work.

These result consistent with research Nindy Sulistia & Nazifah Husainah, (2025) which explains that compensation given fairly will improve job satisfaction and employee performance. In a similar vein, Roedyati & Purwanti, (2025) discovered that work-based compensation was able to significantly increase employee commitment and motivation.

According to Morecover S. D. Handoko et al., (2021), one of the key factors in ensuring consistent employee performance in the industrial sector is having remuneration that is both structured and transparent. Productivity compensation is directly related to higher output, according to research by Butar et al., (2023). Further Nickko Ronalddo & Amalina Rizqi, (2024) found that compensation aligned with employee contributions improves work speed, accuracy, and engagement. These findings reinforce that the improvement of the compensation system in CV. Andika Tani Makmur is a strategic step to improve employee performance. This confirms the results of the study of Endhah Anggraeny et al., (2022), which states that compensation is given fairly and supported by a clear incentive system that can increase motivation while strengthening employee performance. The research confirms that compensation is a major driving factor in increasing productivity in various sectors of the organization.

The Combined Effect Of Work Environment and Compensation On Employee Performance

There is substantial evidence that both the work environment and salary have a major bearing on employee performance. Complementary to one another, a pleasant workplace ensures that workers are both comfortable and secure in their daily tasks, while financial incentives push them to give their all on the job. Rianda & Winarno, (2022) found similar results, proving that the combination of supportive working conditions and adequate compensation is an important determinant in increasing employee effectiveness and productivity.

These findings are in line with Safitri, (2018) relationship between the work environment and compensation is potentially stronger when companies have a structured work culture. Thus, this study shows that performance improvement does not only come from one aspect, but is an integrative result of environmental conditions work and reward system implemented by the Company. Rianda & Winarno, (2022) found that effective human resource management methods, such as regulating work environments and compensation systems, contribute to the enhancement of employee performance in numerous industries. These findings are in line with that.

Conclusion

This study confirms that “ the work environment and compensation serve as key determinants of employee performance at CV Andika Tani Makmur.” A safe, comfortable, and supportive workplace has been shown to enhance employee accuracy and discipline in field operations, particularly within the corn seed production process, which depends on precision and coordinated task execution.

Compensation also demonstrates a significant effect, where performance-based reward mechanisms such as harvest incentives, detasseling outcomes, and cleanliness-based transport bonuses act as primary drivers of increased motivation and improved work performance. These two variables together contribute to the improvement of employee performance, thus showing that environmental factors and the reward system have a strategic position in supporting labor productivity in the agricultural sector

This study involved 62 respondents through saturated sampling techniques so that all employees involved in hatchery operations were used as samples. However, this study has limitations because it only highlights two main variables, so other factors that might affect performance have not been accommodated in the model. The next study suggested adding variables such as work motivation, field supervision, or organizational culture, as well as expanding the object to other agricultural companies to make the findings more comprehensive. Practically, the results of the study emphasized the importance of improving the quality of the work environment and the consistent implementation of performance-based compensation to maintain productivity and improve the quality of crop yields at CV Andika Tani Makmur.

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