
Job Satisfaction as a Mediator between Work Culture, Compensation, and Employee Performance at Sanak Retreat Bali

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Abstract:

This study aims to examine the influence of work culture and compensation on employee performance, with job satisfaction acting as a mediating variable at Sanak Retreat Bali, a hospitality and tourism company located in Bali. Work culture and compensation are key factors believed to enhance employee motivation and satisfaction, which in turn positively impact performance. A quantitative approach was employed using a survey method, involving employees of Sanak Retreat Bali selected through purposive sampling. Data were collected via questionnaires and analyzed using Structural Equation Modeling (SEM). The results reveal that both work culture and compensation significantly affect job satisfaction, and that job satisfaction mediates the relationship between these factors and employee performance. These findings highlight the importance of fostering a positive work culture and implementing a fair compensation system to improve both employee satisfaction and performance in the tourism sector. Therefore, it is recommended that the management of Sanak Retreat Bali continue to enhance its organizational culture and compensation strategies to support employee productivity and loyalty.

Keywords: *work culture, compensation, job satisfaction, employee performance, mediation, Sanak Retreat Bali*

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1. Introduction

The era of globalization has significantly intensified business competition, demanding companies to not only adapt but also excel in various operational aspects to achieve optimal performance. Human resources (HR) play a crucial role in this pursuit, as well-qualified and motivated employees are essential in managing and optimizing other organizational resources effectively (Arditi & Handayani, 2024; Faisal & Ahmed, 2023). Consequently, companies are encouraged to boost employee performance to ensure maximum contribution toward achieving organizational goals. Employees with high motivation and job satisfaction tend to exhibit greater productivity and creativity, making it imperative for companies to foster a positive

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work culture and establish a fair compensation system (Cheliasih & Riana, 2024; Shaba & Swart, 2024). Investment in HR development is no longer limited to training or incentives but also includes building a supportive work environment that instills a sense of belonging among employees (Yildiz, 2022; Medina-Garrido et al., 2023).

The strategic role of HR managers has evolved beyond administrative tasks to encompass policy formulation that supports the development and maintenance of harmonious labor relations. Effective talent acquisition and competency development through training are critical for sustaining HR quality. Fair and competitive compensation is also a key factor that drives employee motivation and job satisfaction (Wang, 2025; Putra et al., 2024). Moreover, embedding employees in a strong organizational culture cultivates loyalty and reinforces a positive working climate, ultimately enhancing organizational productivity (Nugraha, 2023; Jarkasih & Suhendar, 2024). As businesses face increasingly complex challenges, strategic HR management is no longer optional but a necessity to ensure not only survival but also sustainable growth (Nosratabadi et al., 2020).

Job satisfaction has emerged as a central concern for modern organizations, closely linked to aspects such as equitable rewards, recognition, development opportunities, and a conducive work environment (Syahputra & Sugiono, 2022; Zhang & Liu, 2024). Higher levels of job satisfaction encourage employees to commit more deeply and exert greater effort, which positively impacts overall company performance (Ahmad & Raja, 2021; Daneshmandi et al., 2023). In contrast, dissatisfaction can lead to high turnover and declining productivity. Companies are thus compelled to formulate comprehensive policies that enhance job satisfaction, ensuring that employees feel valued and motivated to contribute their best (Yanti et al., 2023; Umasugi & Kiswoyo, 2024). The increase in job satisfaction also correlates with stronger employee loyalty, as seen in better retention rates and lower turnover.

Employee performance, defined as the outcome and behavior resulting from task completion over a certain period, directly influences organizational success (Lenberg & Feldt, 2018). Various factors shape employee performance, including capability, motivation, leadership, organizational culture, job satisfaction, and work discipline (Zaelani et al., 2024; Diah Putri Ningrum et al., 2025). A strong work culture characterized by accountability and collective commitment significantly supports the realization of optimal performance. It not only enhances discipline and loyalty but also drives organizational productivity through a shared sense of purpose and cohesive employee behavior (Zhang & Liu, 2024; Arditi & Handayani, 2024).

In this regard, Sanak Retreat Bali, a hospitality and tourism enterprise, has recognized the vital role of organizational culture and compensation in supporting employee performance. The company implements a work culture that emphasizes collaboration, innovation, and effective communication, while also offering competitive compensation to reward employee contributions. Empirical findings suggest that organizational culture and compensation significantly affect job satisfaction, which in turn mediates their influence on employee performance (Putra et al., 2024; Jarkasih &

Suhendar, 2024; Umasugi & Kiswoyo, 2024). By continuously enhancing these elements, Sanak Retreat Bali can improve its workforce's productivity and loyalty, thereby gaining a competitive edge in the dynamic tourism industry.

Despite the abundant literature on HR practices, several research gaps persist. Many prior studies have examined the direct effects of compensation, motivation, or culture on performance, but fewer have integrated these variables with job satisfaction as a mediating factor, especially in the hospitality context in Indonesia (Cheliasih & Riana, 2024; Zaelani et al., 2024). Moreover, limited attention has been paid to how these dynamics unfold in boutique hospitality enterprises like Sanak Retreat Bali, which operate within unique organizational structures and cultural values. This study fills the gap by offering a comprehensive model that includes organizational culture, compensation, and job satisfaction as predictors of employee performance.

The novelty of this research lies in its contextual focus and structural framework. Unlike previous studies that isolated each HR variable, this study examines the mediating role of job satisfaction in the relationship between organizational culture and compensation with employee performance. This approach allows for a more nuanced understanding of how internal HR policies translate into behavioral outcomes. Furthermore, by focusing on a Balinese tourism business, this study adds valuable insight into HR practices in culturally rich, service-oriented industries, where employee interaction and satisfaction directly influence service quality.

Given the strategic importance of human capital in service industries, the urgency of this research cannot be overstated. The study seeks to determine how Sanak Retreat Bali can leverage internal factors such as culture and compensation to sustain performance amid competitive and rapidly evolving market conditions. The main objective is to analyze the effect of organizational culture and compensation on employee performance, with job satisfaction acting as a mediating variable. The findings aim to inform HR strategies that foster employee engagement, satisfaction, and long-term organizational growth.

2. Theoretical Background

Employee Performance

Employee performance refers to the work outcomes achieved by individuals in terms of both quantity and quality in alignment with their responsibilities. It is a critical metric for organizations as it directly affects the overall effectiveness and achievement of business objectives. Performance measurement serves as an essential managerial tool to enhance decision-making quality and organizational accountability (Lenberg & Feldt, 2018). The primary determinants of performance include the employee's ability, knowledge, and motivation—each needing to be aligned with the nature of the job to yield optimal results (Zhang & Liu, 2024; Umasugi & Kiswoyo, 2024). High employee performance contributes not only to increased organizational productivity and achievements but also benefits managers and individual employees through

improved morale and professional development (Putra et al., 2024; Daneshmandi et al., 2023).

Organizational Culture

Organizational culture encompasses a set of values, attitudes, and behaviors that form the working philosophy within a company. A robust work culture encourages discipline, collaboration, effective communication, and high productivity. It is shaped by shared values and a strong commitment among members, supported by reward systems and training programs (Jarkasih & Suhendar, 2024; Cheliasih & Riana, 2024). Key indicators of a healthy organizational culture include effective leadership, open communication, time discipline, recognition, and trust (Ahmad & Raja, 2021). Culture plays a foundational role in forming behavior norms, guiding employee actions, and aligning them with organizational goals. When well-established, it creates an environment that fosters loyalty and collective accountability, ultimately improving performance outcomes (Arditi & Handayani, 2024).

Compensation

Compensation refers to the rewards provided by organizations to employees, both financial (e.g., salary, bonuses) and non-financial (e.g., recognition, benefits), in return for their contributions to the company. Effective compensation systems increase employee loyalty, motivation, work enthusiasm, security, and commitment (Faisal & Ahmed, 2023; Wang, 2025). Factors that influence compensation include job performance, productivity, educational background, job position, experience, and regulatory frameworks (Yildiz, 2022). Indicators of compensation typically encompass salary, wages, incentives, allowances, and supporting job facilities. A competitive and fair compensation structure not only attracts and retains top talent but also reinforces performance through enhanced employee engagement (Shaba & Swart, 2024; Syahputra & Sugiono, 2022).

Job Satisfaction

Job satisfaction is a positive emotional state resulting from the appraisal of one's job or job experiences. It reflects an individual's feelings of fulfillment and serves as a significant driver of motivation. High levels of job satisfaction can increase productivity, reduce absenteeism, and lower employee turnover (Yanti et al., 2023; Medina-Garrido et al., 2023). Factors that influence job satisfaction are divided into personal factors such as IQ, experience, and attitude, and job-related factors such as organizational structure, promotion opportunities, and social relationships (Nosratabadi et al., 2020). The main indicators of job satisfaction include psychological satisfaction (e.g., meaningful work), social satisfaction (e.g., relationships at work), physical satisfaction (e.g., working conditions), and financial satisfaction (e.g., fair compensation) (Zaelani et al., 2024).

Relationships Between Variables

Employee performance is significantly influenced by organizational culture, compensation, and job satisfaction. A strong organizational culture provides clarity of values and collective purpose, while a fair compensation system directly addresses employee needs and expectations (Putra et al., 2024; Jarkasih & Suhendar, 2024).

Both elements create a supportive work environment that enhances motivation and productivity. Job satisfaction serves as a mediating factor linking organizational culture and compensation with performance—satisfied employees are more loyal, committed, and driven to exceed performance expectations (Umasugi & Kiswoyo, 2024; Zhang & Liu, 2024). The integrated management of these three aspects—culture, compensation, and satisfaction—is therefore essential for sustainably improving employee performance in modern organizations.

Hypothesis Development

Based on the theoretical framework and literature review, the following hypotheses are proposed:

- H1:** Organizational culture has a significant positive effect on employee performance.
- H2:** Compensation has a significant positive effect on employee performance.
- H3:** Organizational culture has a significant positive effect on job satisfaction.
- H4:** Compensation has a significant positive effect on job satisfaction.
- H5:** Job satisfaction has a significant positive effect on employee performance.
- H6:** Job satisfaction mediates the effect of organizational culture on employee performance.
- H7:** Job satisfaction mediates the effect of compensation on employee performance.

3. Methodology

The population in this study consisted of all permanent employees at Sanak Retreat Bali, totaling 50 individuals. The population was distributed across several departments as follows: 1 General Manager, 4 in the Accounting Department, 6 in the Sales and Marketing Department, 8 in the Front Office Department, 10 in the Housekeeping Department, 10 in the Food and Beverage Department, 5 in the Property and Maintenance Department, and 6 in the Human Capital Department. Based on Sugiyono (2019), a sample is a portion of the population that possesses the same characteristics. This study employed a saturated sampling technique, where the entire population is used as the sample. Therefore, all 50 permanent employees of Sanak Retreat Bali were included as research respondents.

This study used an associative quantitative approach to examine the relationship between variables. The research involved two independent variables—Organizational Culture (X1) and Compensation (X2)—one dependent variable—Employee Performance (Y)—and one mediating variable—Job Satisfaction (Z). The associative approach aims to determine the relationship or influence between two or more variables (Widodo, 2019). According to Sugiyono (2019), quantitative research is based on positivist philosophy and is used to study specific populations and samples. Data collection uses research instruments, and data analysis is quantitative, aimed at describing and testing predetermined hypotheses. The data collected were presented in quantitative form, analyzed numerically to draw conclusions based on hypothesis testing.

4. Empirical Findings/Result

This research was conducted at **Sanak Retreat Bali**, a company engaged in the hospitality and tourism sector. The objective of this study was to analyze the influence of organizational culture and compensation on employee performance, with job satisfaction serving as a mediating variable. The respondents were employees with varying lengths of employment, educational backgrounds, and work experiences. The hypothesis testing model is shown in Figure 1, and the results are detailed in Tables 1 and 2.

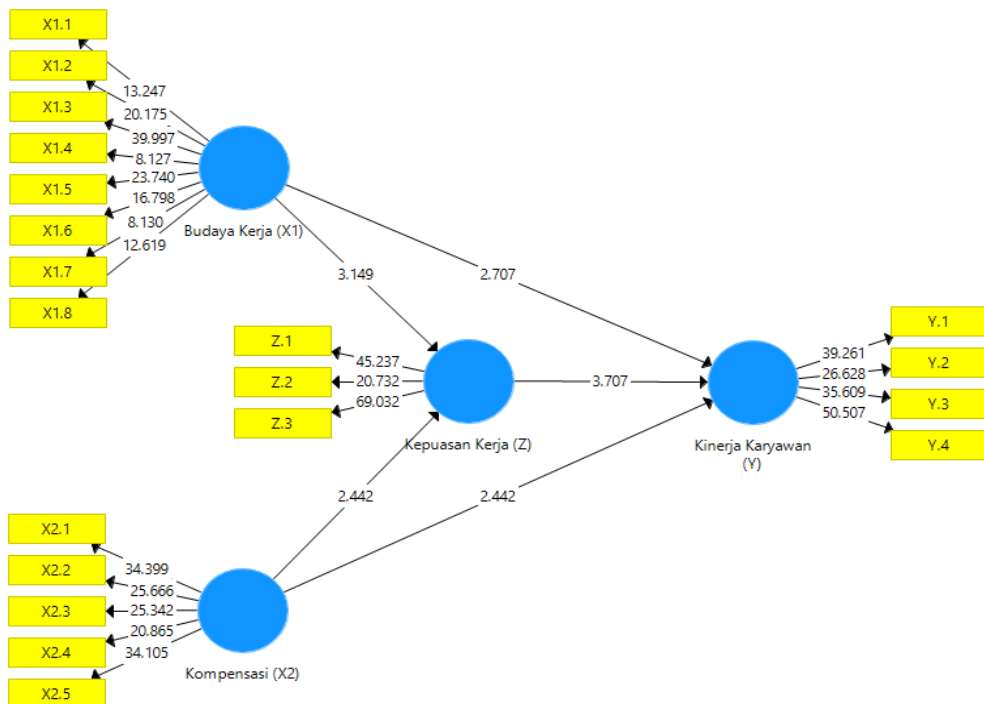


Figure 1. Hypothesis Testing Model

Table 1. Direct Effect Test Results

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X1) → Employee Performance	→	0,290	0,307	0,107	2,707	0,007
Compensation (X2) → Employee Performance (Y)	→	0,248	0,252	0,102	2,442	0,015

Job Satisfaction (Z) → Employee Performance (Y)	0,461	0,439	0,124	3,707	0,000
Organizational Culture (X1) → Job Satisfaction (Z)	0,411	0,420	0,130	3,149	0,002
Compensation (X2) → Job Satisfaction (Z)	0,376	0,370	0,154	2,442	0,015

Source: SmartPLS Output (2025)

The direct effect test results in Table 1 indicate that all five hypotheses are supported. First, organizational culture has a significant positive effect on employee performance, as shown by a coefficient of 0.290, a T-statistic of 2.707, and a P-value of 0.007 (< 0.05). Second, compensation also has a significant positive influence on employee performance, with a coefficient of 0.248, a T-statistic of 2.442, and a P-value of 0.015 (< 0.05). Third, job satisfaction positively affects employee performance, with a coefficient of 0.461, a T-statistic of 3.707, and a P-value of 0.000. This makes job satisfaction the most dominant factor influencing performance among the tested variables. Furthermore, organizational culture significantly impacts job satisfaction, with a coefficient of 0.411, a T-statistic of 3.149, and a P-value of 0.002. This positions organizational culture as the dominant factor influencing job satisfaction. Lastly, compensation also significantly affects job satisfaction, supported by a coefficient of 0.376, a T-statistic of 2.442, and a P-value of 0.015.

Table 2. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
rganizational Culture (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0,189	0,187	0,083	2,282	0,023
Compensation (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0,173	0,160	0,079	2,191	0,029

Source: SmartPLS Output (2025)

The results in Table 2 demonstrate the significance of the mediating role of job satisfaction. Specifically, organizational culture indirectly affects employee performance through job satisfaction, with a coefficient of 0.189, a T-statistic

of 2.282, and a P-value of 0.023. This confirms that job satisfaction partially mediates the relationship between organizational culture and employee performance. Similarly, compensation indirectly affects performance through job satisfaction, with a coefficient of 0.173, a T-statistic of 2.191, and a P-value of 0.029. These findings indicate that both organizational culture and compensation not only have direct positive effects on employee performance but also exert additional influence indirectly through job satisfaction, confirming partial mediation in both relationships.

5. Discussion

The findings of this study indicate that work culture, compensation, and job satisfaction significantly influence employee performance at Sanak Retreat Bali, both directly and through mediation effects.

The Influence of Work Culture on Employee Performance

The study confirms that work culture has a positive effect on employee performance at Sanak Retreat Bali. A healthy organizational culture facilitates an environment where employees feel comfortable, valued, and motivated, thereby enhancing their ability to carry out assigned tasks effectively. According to Jarkasih and Suhendar (2024), work culture shapes the behavioral norms, communication styles, and relational dynamics that influence performance outcomes. Similarly, Lenberg and Feldt (2018) emphasize that clarity in norms and psychological safety are essential components of a productive organizational culture. Empirical evidence at Sanak Retreat Bali shows that employees working in a positive cultural environment are more likely to exhibit higher performance levels. However, contrasting findings in some contexts show that culture does not always significantly impact performance, suggesting that contextual or industry-specific factors may moderate this relationship.

The Influence of Compensation on Employee Performance

Compensation also significantly impacts employee performance. When compensation is perceived as fair and commensurate with an employee's contributions, it fosters motivation and enhances performance. This is consistent with the work of Arditi and Handayani (2024), who found that compensation is a key determinant of employee performance. Similarly, Faisal and Ahmed (2023) argue that sustainable human resource management practices, including equitable compensation, play a central role in building trust and improving job outcomes. At Sanak Retreat Bali, compensation systems that include base pay, bonuses, and other incentives have been instrumental in motivating employees to exceed performance expectations.

The Influence of Job Satisfaction on Employee Performance

The study also found that job satisfaction has a significant positive impact on employee performance. Job satisfaction arises from several factors including compensation, relationships with coworkers, career growth opportunities, and the overall work environment. This is in line with Herzberg's two-factor theory, which distinguishes between hygiene factors (e.g., salary, working conditions) and

motivators (e.g., recognition, responsibility) (Herzberg, 1966). Supporting this, Ahmad and Raja (2021) demonstrated that job satisfaction mediates the relationship between organizational factors and employee performance. Additionally, Medina-Garrido et al. (2023) highlight the role of organizational support in enhancing work-life balance, which contributes to employee well-being and satisfaction, especially in the tourism sector.

The Influence of Work Culture on Job Satisfaction

A strong work culture positively influences job satisfaction. When employees experience a supportive environment characterized by mutual respect, collaboration, and open communication, their level of satisfaction tends to increase. This is echoed by Nosratabadi et al. (2022), who found that positive organizational culture is a predictor of job satisfaction. At Sanak Retreat Bali, practices that promote team collaboration and recognition contribute significantly to employees' job satisfaction, fostering a more engaged and motivated workforce.

The Influence of Compensation on Job Satisfaction

Compensation is also a critical determinant of job satisfaction. Fair and transparent compensation practices help employees feel appreciated, which enhances their satisfaction. As noted by Cheliasih and Riana (2024), compensation, along with motivation and recognition, is central to developing organizational commitment. This aligns with Daneshmandi et al. (2023), who report that job satisfaction is positively related to innovation and performance, especially when compensation reduces stress and aligns with individual expectations.

Mediating Role of Job Satisfaction in the Relationship Between Work Culture and Performance

Job satisfaction mediates the relationship between work culture and employee performance. A positive work culture fosters job satisfaction, which in turn leads to improved performance. This finding is consistent with the results of Diah Putri Ningrum et al. (2025), who found that motivation—shaped by both organizational culture and perceived compensation—mediates performance outcomes. In Sanak Retreat Bali, the culture of teamwork and open communication plays a vital role in enhancing satisfaction, which subsequently leads to better performance.

Mediating Role of Job Satisfaction in the Relationship Between Compensation and Performance

Finally, the study confirms that job satisfaction also mediates the effect of compensation on performance. When employees perceive their compensation as fair and aligned with their work, they report higher satisfaction, which encourages improved performance. This is consistent with the findings of Jarkasih and Suhendar (2024), as well as Cheliasih and Riana (2024), who emphasize that compensation not only affects performance directly but also indirectly through job satisfaction.

6. Conclusion

This study concludes that work culture, job satisfaction, and compensation significantly influence employee performance at Sanak Retreat Bali. A positive work culture has been shown to enhance employee performance by fostering a healthy and supportive environment. Moreover, job satisfaction acts as a crucial mediating variable, reinforcing the link between organizational culture and performance. When employees feel their work environment aligns with their expectations and needs, their satisfaction improves, which in turn boosts their productivity. Additionally, fair and appropriate compensation has a direct positive effect on job satisfaction, underlining the importance of a well-structured reward system in improving overall performance.

For future research, it is recommended to expand the scope of study to different sectors or locations to explore whether the observed relationships hold across varied organizational settings and cultural contexts. Longitudinal studies could also be valuable in assessing the long-term impact of changes in work culture, compensation strategies, and employee satisfaction on performance. Furthermore, incorporating additional variables such as leadership style, employee engagement, or organizational commitment may provide a more comprehensive understanding of the factors that influence employee performance in the hospitality industry and beyond.

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