



Original Article

The Effect of Work Environment, Motivation, and Compensation on Employee Job Satisfaction

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Abstract:

This study aims to determine the effect of work environment, motivation, and compensation on employee job satisfaction at PT. Hasta Nusa Indah Balikpapan. Job satisfaction is one of the important factors that can influence employee productivity and loyalty to the company. This research uses a quantitative approach with a survey method by distributing questionnaires to employees as respondents. The data analysis technique used is Partial Least Squares (PLS) with the help of SmartPLS software. The results show that the work environment, motivation, and compensation each have a positive and significant effect on employee job satisfaction. A safe and comfortable work environment, high work motivation, and a fair and transparent compensation system are proven to improve employee job satisfaction. Based on these findings, the company is advised to continuously improve and develop these aspects in order to maintain sustainable job satisfaction.

Keywords: work environment, motivation, compensation, job satisfaction.

Introduction

PT. Hasta Nusa Indah is a property development and management company based in Balikpapan, East Kalimantan. Since 2004, the company This has manage Rapak Plaza, A center shopping located at Jl. Soekarno Hatta No. 1, North Balikpapan . In its operations, PT Hasta Nusa Indah relies heavily on the quality of employee work in providing optimal service to tenants and visitors. One of the important factors that influences the quality Work the is level satisfaction Work. Satisfied employees tend to be more enthusiastic, loyal, and productive. Therefore, companies need to understand and pay attention to the various factors that influence employee job satisfaction. Satisfaction Work is condition psychological Which reflect the feeling of pleasure or satisfaction felt by employees towards their work, as a response on fulfillment hope in environment Work. Level Good job satisfaction will encourage employee enthusiasm, loyalty, and productivity (Foenay et al., 2020)

Negeri & Tuntungan, (2022) stated that although the work environment has a



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positive influence on job satisfaction, this influence is not necessarily significant if it is not supported by adequate physical conditions and facilities in the workplace. Because That, management environment Work Which Good become one of the important strategies in increasing job satisfaction. [Foenay et al., \(2020\)](#) proves that the work environment has a significant effect on employee job satisfaction. The work environment is everything around employees that can affect the implementation of their tasks, either directly or indirectly. The work environment is not only includes physical aspects such as facilities, cleanliness, and office layout, but also includes non-physical factors such as employee relationships, superior support, and the overall work atmosphere .

Research results on the influence of the work environment on job satisfaction show findings Which diverse. Study by [\(Foenay et al., 2020\)](#) concluded that the work environment has a significant influence on employee job satisfaction, where a clean, comfortable work environment supported by good social relationships can increase employee enthusiasm and job satisfaction. research conducted by [\(Andre & Santoso, 2022\)](#) which states that the work environment does not have a significant effect on job satisfaction.

Employee job satisfaction is also closely related to the level of motivation provided by the organization [\(Pangestuti & Widyanoro, 2023\)](#) stated that the influence of motivation on job satisfaction is understood as the organization's efforts to provide internal and external encouragement to employees so that they can work more optimally. Motivation is defined as encouragement that comes from within the individual or external influences that encourage someone to act in order to achieve certain goals within the scope of the organization [\(Purwanto et al., 2023\)](#). Research by [\(Purwanto et al., 2023\)](#) has a positive and significant influence on employee job satisfaction. This indicates that increasing employee motivation, such as through awards and career development, can increase their job satisfaction. In contrast, a study by [\(Johana et al., 2023\)](#) in the Journal of Management of STIE Muhammadiyah Palopo found that motivation did not have a significant effect on employee job satisfaction. This finding suggests that although motivation is important, other factors such as leadership and organizational culture may be more dominant in influencing job satisfaction in certain contexts. Thus, the influence motivation to satisfaction Work may vary depends on the organizational context and other factors involved.

Not only motivation, Compensation also has a big influence on employee satisfaction. According to research results [\(Made et al., 2020\)](#), Compensation is form award Which given by company to employee on contribution And performance Which has they give in carrying out their duties. [Bunawan et al., \(2021\)](#) compensation is a reward Which given by company to employee on contribution and the performance they have given. This reward can be in the form of financial compensation, such as salary and bonuses, or non-financial, such as recognition and job promotions.

According to research results from [\(Made et al., 2020\)](#) it shows that compensation has a positive and significant influence on employee job satisfaction. Compensation that is in accordance with the workload can increase satisfaction Work And reduce stress Work. However, if compensation is considered No fair or No comparable with burden Work, This can lead to dissatisfaction and work stress. In contrast to the research results from [\(Bunawan et al., 2021\)](#) which shows that compensation does not have a significant effect on employee job satisfaction. This suggests that other factors, such as leadership, may have a more dominant role in determining the level of employee job satisfaction.

Therefore, companies need to consider a more holistic approach to improving job satisfaction, not just focusing on compensation alone.

Methods

Sugiyono in [\(Ariani et al., 2023\)](#) Data analysis is the activity of grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data each variable Which researched, do calculation For answer the formulation problem, And do calculation For test hypothesis that has been submitted. In this study, we analyzed the multiple regression model using the PLS (Partial Least Square) method, the data processing and presentation of which were carried out using Smart-PLS software.

Outer Model Measurement

Validity Test

[Ghazali \(2021 : 66\)](#) Test validity used For measure legitimate or whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on questionnaire capable disclose something Which will measured by the questionnaire. This validity test is carried out by comparing the calculated r value and r table for degree of freedom (df)-n-2, in this case the number of samples with alpha 0.05.

Reliability Test

Reliability test is tool for measure a questionnaire which is indicators from variable or construct. [\(Ghozali; 2021, p. 61\)](#) Reliability test done for test consistent answer from Respondent through questions given. For determine the instrument reliability or no so used provision as following:

- a. If Cronbach's Alpha > 0.7 it means variable study This reliable.
- b. If Cronbach's Alpha < 0.7 means variable study No reliable.

Structural Model (Inner Model)

[Ariani et al., \(2023:231\)](#) Inner model or Inner Relationship, Structural Model, And Substantive Theory describe connection between variable latent based on substantive theory.

Coefficient Determination or R- Square (R^2)

[Ariani et al., \(2023:224\)](#) states that the R-square value can be used to assess the influence of independent latent variables (exogenous) and dependent variables (endogenous). The R-square value can be seen in the dependent variable (exogenous) with a criterion of 0.67 indicating that the model is good, a criterion of 0.33 indicating moderate and a criterion of 0.19 indicating weak.

Effect Size (F^2)

[Ariani et al., \(2023:224\)](#) explains that the f-square value is used to interpret the magnitude influence variable latent on model structural. An f-square value of 0.02 indicates that the latent variable has a weak influence, an f-square value of 0.15 indicates that the latent variable has a medium influence and an f-square value of 0.35 indicates that the latent variable has a large influence.

Model FIT

[Ariana et al., 2023:225\)](#) Test model fit done with see Standardized Root Mean Square Residual (SRMR) value and Normal Fit Index value (NFI). Mark SRMR it is said Good if you have mark < 0.08. A good NFI value should have a value > 0.90.

Equation Model

The basic formula for the equation model is as follows (Ghozali, 2021:90):

$$\eta = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon y$$

Hypothesis

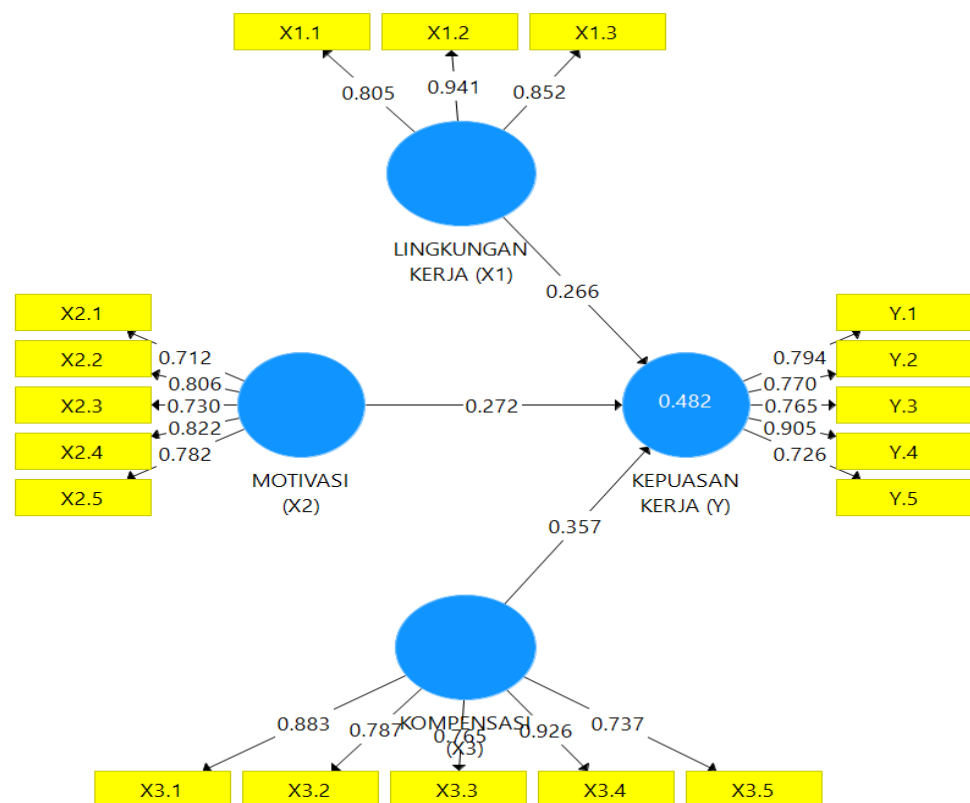
[Ariani et al., \(2023:232-233\)](#) After conducting various evaluations, both outer model and inner model, the next step is to conduct hypothesis testing. Hypothesis testing will compare t count with t table to determine whether or not there is an influence between variables. Hypothesis testing will be carried out using the t-test.

As for criteria test t is as following.

1. With $\alpha = 5\%$, If mark t statistics > mark t table (1.96) so variable X_1 , X_2 , and X_3 has a partial effect on Y.
2. With $\alpha = 5\%$, If mark t statistics < mark t table (1.96) so variable X_1 , X_2 , and X_3 does not have a partial effect on Y.

Results

Outer Model Measurement of Reflective Indicator Construct



Source: Smart-PLS Data Analysis Results (2025)

Figure 1. OUTER MODEL

Validity Test Convergent

Table 1
Convergent Validity Loading Factor Test Results

	Job Satisfaction	Work Environment	Motivation	Compensation
X1.1		0.805		
X1.2		0.941		
X1.3		0.852		
X2.1			0.712	
X2.2			0.806	
X2.3			0.730	
X2.4			0.822	
X2.5			0.782	
X3.1				0.883
X3.2				0.787
X3.3				0.765
X3.4				0.926
X3.5				0.737
Y.1	0.794			
Y.2	0.770			
Y.3	0.765			
Y.4	0.905			
Y.5	0.726			

Source: Smart-PLS Processed Data (2025)

Table 1 shows that all indicator loading own mark more big from 0.70, which indicates that all valid indicators and values loading fulfil requirements. Average Variance Extracted (AVE) value, table with mark Loading Factor, shows validity convergent from testing. Requirements AVE value must be more tall from 0.50.

Table 2
Value Of Average Variance Extracted (Ave)

	Cronbach's Alpha
Job Satisfaction (Y)	0.854
Work Environment (X1)	0.834
Motivation (X2)	0.831
Compensation (X3)	0.881

Source: Smart-PLS Processed Data (2025)

Based on table 2 above, the AVE value of each construct is more than 0.50, which means that the construct is valid or has very good validity.

Discriminant Validity Test

Table 3
Cross Loading Value

	Work Environment (X1)	Motivation (X2)	Compensation (X3)	Job Satisfaction (Y)
X1.1	0.805	0.500	0.280	0.447
X1.2	0.941	0.364	0.346	0.442
X1.3	0.852	0.218	0.331	0.437
X2.1	0.254	0.712	0.288	0.324

X2.2	0.390	0.806	0.292	0.439
X2.3	0.188	0.730	0.289	0.314
X2.4	0.397	0.822	0.359	0.422
X2.5	0.337	0.782	0.352	0.496
X3.1	0.304	0.290	0.883	0.471
X3.2	0.051	0.212	0.787	0.281
X3.3	0.493	0.493	0.765	0.464
X3.4	0.378	0.353	0.926	0.618
X3.5	0.159	0.309	0.737	0.391
Y.1	0.445	0.527	0.574	0.794
Y.2	0.320	0.308	0.306	0.770
Y.3	0.386	0.527	0.318	0.765
Y.4	0.501	0.402	0.581	0.905
Y.5	0.324	0.282	0.377	0.726

Source: Smart-PLS Processed Data (2025)

Discriminant validity test is conducted next. Cross Loading between the indicator and its construct is an example of this test. Based on the idea that an indicator has a strong correlation with its construct, this discriminant validity test determines whether the reflective indicator is an appropriate measurement for its concept. In order for the validity test discriminant considered valid, the Cross Loading value must be > 0.70 .

Reliability Test

Data is said to be reliable if it has a Composite Reliability and Cronbach's Alpha value above 0.70, and an Average Variance Extracted (AVE) value of more than 0.50.

Table 4
Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Satisfaction (Y)	0.854	0.879	0.895	0.631
Environment (X1)	0.834	0.833	0.901	0.754
Motivation (X2)	0.831	0.847	0.880	0.595
Compensation (X3)	0.881	0.920	0.912	0.677

Source: Smart-PLS Data Analysis Results (2025)

Based on results from table 4.16 can seen that all mark from Composite Reliability > 0.70 , so Can considered construct.

Measurement Outer Model Formative Indicator Construct Significant Weight Value

To obtain significant Weight values, it is necessary to go through a repeated sampling procedure (resampling) and the formative indicator construct value must be substantial.

Table 5 Significance
Value Of Weight

Original	Sample	Standard	T Statistics	P
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	Sample (O)	Mean (M)	Deviation (STDEV)	(O/STDEV)	Value s
X1 -> Y	0.266	0.272	0.130	2,040	0.042
X2 -> Y	0.272	0.264	0.111	2,445	0.015
X3 -> Y	0.357	0.369	0.130	2,754	0.006

Source: Smart-PLS Processed Data (2025)

Table 5 above shows that at a significance level of 0.05, the significance value of the weight value using the T -statistic measurement is 1.96.

Multicollinearity

The purpose of the multicollinearity test is to determine whether there is multicollinearity among the real variables in the block. The Variance Inflation Factor (VIF) value can be used to test it. If there is multicollinearity among the constructs, the VIF value > 10

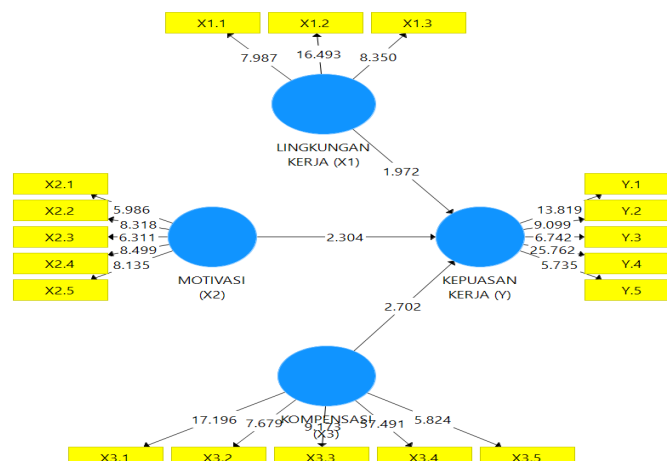
Table 6
Values Of Variance Inflation Factor (Vif)

Work Environment (X1)	Motivation (X2)	Compensation (X3)	Job Satisfaction (Y)
X1			1,283
X2			1,337
X3			1,276
Y			

Source: Smart-PLS Processed Data (2025)

Based on table 6 above, the VIF value <10, this indicates that there is no multicollinearity between constructs.

Structural Measurement Model (Inner Model)



Source: Processed Smart-PLS Output (2025)

Figure 2
Inner Model

R- Square (R²)

Table 7 Significance

Value Of Weight

	R Square	R Square Adjusted
Job Satisfaction (Y)	0.482	0.442

Source: Smart PLS Processed Data (2025)

The R-squared value of 0.482 or 48.2% and the Adjusted R-squared value of 0.442 or 44.2% are in accordance with the results in table 4.20 above. Thus, it can be concluded that the R square value on the job satisfaction variable is good because the Adjusted R square value shows that the work environment, motivation and compensation variables are able to explain the job satisfaction variable by 44.2%, while other variables not included in this study are 55.8%.

variables not included in this study are 55.8%.

Effect Size (F²)

Table 8
F- Square Value

	Work Environment (X1)	Motivation (X2)	Compensation (X3)	Job Satisfaction (Y)
Work Environment (X1)				0.106
Motivation (X2)				0.107
Compensation (X3)				0.193
Job Satisfaction (Y)				

Source: Smart-PLS Processed Data (2025)

With an f-square value of 0.106, the results of table 4.20 above show that the work environment variable has a moderate influence on job satisfaction. With an f-square value of 0.107, the motivation variable has a moderate influence on job satisfaction. In addition, with an f-square value of 0.193, the compensation variable has a moderate influence on job satisfaction.

Fit Model

The FIT model is seen from the Standardized Root Mean Square Residual (SRMR) value and the Normal Fit Index (NFI) value. The criteria for a good SRMR value are below 0.08, and a good NFI value is above 0.9.

Table 9
Model Fit Value

	Saturated Model	Estimated Model
SRMR	0.108	0.108
d_ ULS	2,012	2,012
d_ G	1,427	1,427
Chi-Square	248,010	248,010
NFI	0.591	0.591

Source: Smart-PLS Processed Data (2025)

Based on the findings in table 4.21 above, the model meets the requirements of SRMR value <0.08, or 0.108, so it is not appropriate. However, the NFI value is

0.591 which indicates that the value is less than the threshold of NFI value > 0.90. The better or more appropriate the Normal Fit Index (NFI) for the model being built, the closer it is to 1.

Equation Model

The magnitude of the work environment coefficient is 0.266, the motivation coefficient is 0.272, and the compensation coefficient is 0.357, according to the fundamental equation model. Thus, the following is the equation model.

$$Y = 0.266X_1 + 0.272X_2 + 0.357X_3$$

The above equation has the following meanings:

- 1) If the Work Environment (X₁) increases by one unit, Satisfaction (Y) will increase by 0.266 assuming Motivation (X₂) and Compensation (X₃) remain constant.
- 2) If Motivation (X₂) increases by one unit, Satisfaction (Y) will increase by 0.272 assuming the Work Environment (X₁) and Compensation (X₃) remain constant.
- 3) If Compensation (X₃) increases by one unit, Satisfaction (Y) will increase by 0.357 assuming the Work Environment (X₁) and Motivation (X₂) remain constant.

Hypothesis Testing (Bootstrapping)

Table 10
Path Coefficient Test Value

	Original Sample (O)	T Statistics (O/Stdev)	P Values
Work Environment (X ₁) -> Job Satisfaction (Y)	0.266	2,040	0.042
Motivation (X ₂) -> Job Satisfaction (Y)	0.272	2,445	0.015
Compensation (X ₃) -> Job Satisfaction (Y)	0.357	2,754	0.006

Source: Smart-PLS Processed Data (2025)

The Influence of the Work Environment on Job Satisfaction of Employees

From the results of the hypothesis testing, the results obtained were that the work environment variable (X₁) had a positive or significant effect on the employee job satisfaction variable (Y) at PT. Hasta Nusa Indah. The work environment is everything around employees that can affect them in doing their work. A comfortable and safe physical environment really affects employee performance. Not only the physical environment but also the non-physical environment such as harmonious working relationships with coworkers and working relationships with superiors also affect employee productivity and performance.

Based on the frequency of respondents' responses to the work environment (X₁), it can be seen that some respondents stated that they strongly agree with the indicators stated. The indicator stating Strongly Agree (SS) is the work atmosphere as many as 26 respondents. This is supported by previous studies conducted by (Wahyuni, 2023) and (Yuliantini & Santoso, 2020). Both previous studies stated that the work environment has a positive and significant effect on employee job satisfaction.

The Influence of Motivation on Employee Job Satisfaction

From the results of hypothesis testing, the results obtained are that the motivation variable (X2) has a negative or insignificant effect on the employee job satisfaction variable (Y) at PT. Hasta Nusa Indah. Motivation is a psychological characteristic in human activity to contribute in the form of a person's level of commitment including factors that cause, channel and maintain human behavior in a certain direction of determination to achieve desires. The activities carried out are activities that aim to fulfill individual desires.

Based on the frequency of respondents' responses to motivation (X2), it can be seen that some respondents stated that they strongly agree with the indicators stated. The indicator stating Strongly Agree (SS) is the need for recognition as many as 11 respondents.

This is supported by previous research conducted by ([Sartika et al., 2024](#)) and ([Kusuma & Adnyani, 2025](#)). Both previous studies stated that motivation has a negative and insignificant effect on employee job satisfaction.

The Influence of Compensation on Employee Job Satisfaction

From the results of hypothesis testing, the results obtained are that the compensation variable (X3) has a positive or significant effect on the employee job satisfaction variable (Y) at PT. Hasta Nusa Indah. Compensation is an employee right that is given or paid by the company to employees as a result of their service contribution to the company.

Based on the frequency of respondents' responses to compensation (X3), it can be seen that some respondents stated that they strongly agree with the indicators stated. The indicator stating Strongly Agree (SS) is conducive as many as 18 respondents.

This is supported by previous studies conducted by ([Hafidzi et al., 2023](#)) and ([Hermingsih & Purwanti, 2020](#)). Both previous studies stated that compensation has a positive and significant effect on employee motivation.

Conclusion

Based on the test results, there is a partial influence of work environment variables, motivation, and compensation on employee job satisfaction at PT. Hasta Nusa Indah Balikpapan.

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