

THE EFFECT OF WORK ENVIRONMENT AND REWARDS ON NURSES' PERFORMANCE MEDIATED BY JOB SATISFACTION

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Abstract: Every human being has a need for existence, relationships, and growth, which must be considered by all organizations, including hospitals as health organizations. Nurses as a central part of hospital services have an integral role that contributes to determining the overall quality of health services. Nurse performance is very important in determining the quality of health services. Improving nurse performance can result in patient satisfaction and increase the efficiency of the hospital service system. This study aims to determine the effect of the work environment and rewards on nurse performance mediated by nurse job satisfaction. This study is an *explanatory research study* using SEM PLS with 103 nurse samples at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, Bangka Belitung. The results of this study show that nurse performance is directly influenced by the work environment, rewards, and job satisfaction. Nurse performance is also influenced by rewards and the work environment, through the mediating variable of nurse job satisfaction. The implication in hospitals is that managers must be able to create a positive work environment, rewards, and nurse job satisfaction to have an impact on improving nurse performance which will also improve the quality of hospital services.

Keywords : Quality of Health Services, Nurse Performance, Work Environment, Rewards, Nurse Job Satisfaction

1. Introduction

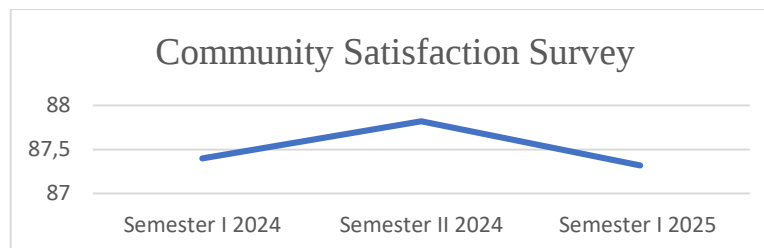
Managing the workforce as an organization's primary asset to achieve its goals is a strategic process known as human resource management (HRM). Nurses are central to healthcare services in hospitals because they directly assist patients. Therefore, the quality of hospital services is greatly influenced by sound human resource management, which includes planning, a pleasant work environment, a fair compensation system, and employee satisfaction (Hermawati, Sambung, et al., 2022) ; (Hermawati et al., 2023) .

Nurse performance is crucial for measuring the quality of healthcare services because it directly correlates with patient satisfaction and safety (Afina & Sartika, 2020). However, numerous complaints persist regarding poor nurse performance in Indonesia (Habibi et al., 2021) . A study (Khaeriah et al., 2019) showed that factors such as the work environment, compensation, and job satisfaction influence nurse performance; however, in practice, nurses were found to lack discipline, be unfriendly to patients, and not always complete electronic medical records. This situation suggests the need for more in-depth research to identify the key factors affecting nurse performance in hospitals.

Empirical evidence shows inconsistent results. For example, research by Hermawati, Purbaningsih, et al., (2022) , Siagian & Khair (2018) , and Cahyani (2022) found that the work environment had a significant positive effect on employee performance. Conversely, Pawirosumarto et al. (2016) and Hanafi & Yohana (2017) showed an insignificant effect, while Soeltan & Atnani (2018) found a significant negative effect. Similar results were also seen for

the variables of rewards and job satisfaction, where some studies found a significant positive effect (Mulyah et al., 2020) ; (Setiawan et al., 2024) . This research gap emphasizes the need to re-examine the relationship between the work environment, rewards, and job satisfaction on nurse performance, particularly in the context of regional hospitals.

Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, faces challenges in maintaining service quality. Initial observations indicate that nurses' workspaces are still uncomfortable, facilities are limited, and the reward system is not proportional to the workload and professional risks. This has resulted in declining nurse job satisfaction, as evidenced by the Public Satisfaction Index (IKM) in the first semester of 2025, particularly in aspects of service speed, infrastructure, and staff behavior. This condition demonstrates the need for an evaluation of internal factors that influence nurse performance.



Source: Secondary Data

Figure 1. Comparison of IKM Survey Values

Based on the empirical gap and the factual conditions at Drs. H. Abu Hanifah Regional General Hospital, this study offers novelty by placing job satisfaction as a mediating variable in the relationship between the work environment and rewards on nurse performance. Thus, this study not only assesses the direct influence of these factors but also explains the psychological role of job satisfaction in strengthening this relationship. The main question to be answered is: To what extent do the work environment and rewards influence nurse performance with job satisfaction as a mediating variable? The answer to this question is expected to provide academic contributions in the development of HRM theory in the health sector as well as provide practical input for hospital management in improving service quality.

2. Literature review

Work Environment (X1)

Sedarmayanti (2017) defines the work environment as everything around a nurse's workplace that can influence their work processes and results directly or indirectly, both physically and non-physically.

Reward (X2)

Hasibuan, M. (2016) Rewards are all forms of compensation received by nurses, both financial and non-financial, as an appreciation for the work contribution they have made.

Performance (Y)

Nurse performance is the work results achieved by nurses in carrying out nursing tasks in accordance with professional standards and service procedures established by the hospital (Mangkunegara, 2016) .

Job Satisfaction (Z)

Job satisfaction is a nurse's positive feelings towards work that arise as a result of an assessment of the job or certain aspects of the job (Robbins & Judge, 2017) .

3. Method

This research is *explanatory research* with a quantitative approach. The main objective is to examine and analyze the influence of the work environment and rewards on nurse performance, with job satisfaction as a mediating variable. The study was conducted on nurses at Drs. H. Abu Hanifah Regional General Hospital with a population of 137 people, and a sample of 103 respondents was obtained using the Slovin formula ($e = 5\%$), (Hair et al., 2022). Data were collected through a Likert-scale questionnaire and documentation, using primary and secondary data sources. The instrument was tested using validity, reliability, and model fit testing using SmartPLS. The data analysis technique used *Partial Least Squares-Structural Equation Modeling* (PLS-SEM) to test the measurement and structural models.

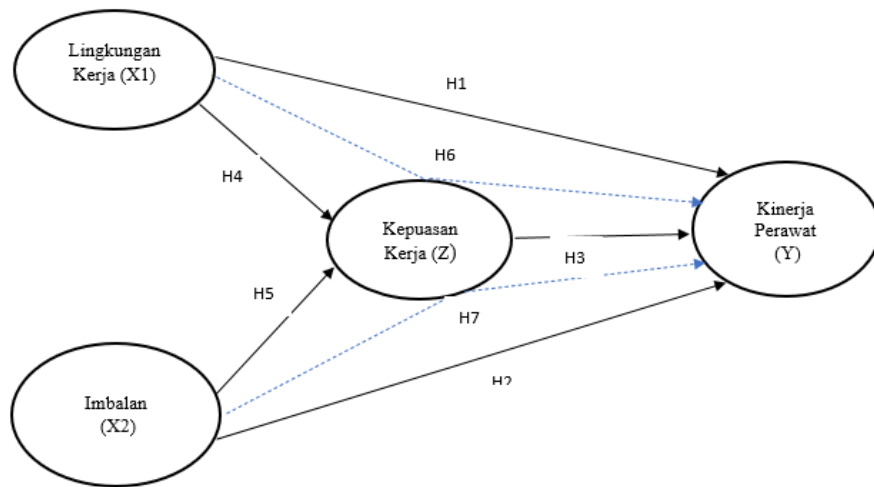


Figure 2. Conceptual Framework of Research (2025)

Information:

- > Direct relationship
- - - -> Indirect relationship (mediation)

Hypothesis:

- H1: There is a significant influence of the work environment on the performance of nurses at Drs. H. Abu Hanifah Regional General Hospital.
- H2: There is a significant influence of rewards on nurse performance at Drs. H. Abu Hanifah Regional General Hospital.
- H3: There is a significant influence of job satisfaction on nurse performance at Drs. H. Abu Hanifah Regional General Hospital.
- H4: There is a significant influence of the work environment on nurses' job satisfaction at Drs. H. Abu Hanifah Regional General Hospital.
- H5: There is a significant influence of rewards on nurses' job satisfaction at Drs. H. Abu Hanifah Regional General Hospital.
- H6 : Job satisfaction significantly mediates the influence of the work environment on nurse performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka.
- H7: Job satisfaction significantly mediates the influence of reward and punishment on nurse performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka.

4. Results and Discussion

Results

Information in this study regarding respondent characteristics includes: 1) Age, 2) Gender, 3) Last Education, 4) Length of Service, and 5) Employee Status.

Table 1. Characteristics Based on Age

No.	Age (Years)	Frequency	Percentage
1	15-25	15	14.6%
2	26-35	20	19.4%
3	36-50	68	66%
Amount		103	100%

Source: Processed primary data (2025)

Based on the results of processing table data 1, the majority of research respondents were aged 36 to 50 years as much as 66%. Respondents aged at least 15 to 25 years were 14.6%.

Table 2. Characteristics Based on Gender

No	Age	Frequency	Percentage
1	Man	18	17.5%
2	Woman	85	82.5%
Amount		103	100%

Source: Processed primary data (2025)

Based on the results of data processing in table 2, the majority of research respondents were female at 82.5%. The respondents were at least 17.5% male.

Table 3. Respondent Characteristics Based on Education

No.	last education	Frequency	Percentage
1	D3	63	61.2%
2	Ns	40	38.8%
Amount		103	100%

Source: Processed primary data (2025)

Based on the results of data processing in table 3, most research respondents were in D3 education as much as 61.2%. The least respondents were nurses, as much as 38.8%.

Table 4. Respondent Characteristics Based on Length of Service

No.	Years of service	Frequency	Percentage
1	< 5 years	41	39.8%
2	5 - 10 years	35	34%
3	> 10 years	27	26.2%
Amount		103	100%

Source: Processed primary data (2025)

Based on the results of data processing in table 5.4, the majority of research respondents had a working period of less than 5 years as much as 39.8%. Respondents had at least 26.2% years of service.

Table 5. Respondent Characteristics Based on Employment Status

No.	Employee Status	Frequency	Percentage
1	Contract	57	55.3%
2	Still	46	44.7%
Amount		103	100%

Source: Processed primary data (2025)

Based on the results of data processing in table 5, most of the research respondents had contract worker status at 55.3%. The fewest respondents had permanent worker status, 26.2%.

If the alpha coefficient of a variable is greater than 0.60, then the variable has a high level of composite performance. This is measured using a set of metrics called *Cronbach's Alpha*. According to Cresswell (2019), if the composite score of a variable is greater than 0.70, the variable is considered to have strong composite performance. In addition, the true range variable or potential variation of the latent idea is indicated if the calculated average variance is greater than 0.50. The following table shows the results of the Cronbach's alpha test, Composite Reliability, and Obtained Average Variance:

Table 1 Cronbach's Alpha, Composite Reliability, and Average Variance Extraction

Variables	<i>Cronbach's Alpha</i>	Composite reliability (ρ_a)	Average variance extracted (AVE)
Reward (X2)	0.971	0.975	0.763
Job Satisfaction (Z)	0.951	0.954	0.653
Nurse Performance (Y)	0.972	0.974	0.768
Work Environment (X1)	0.941	0.949	0.580

Source: Processed primary data (2025)

The reliability test results in Table 6 show that all variables have a *Cronbach's Alpha* value above 0.7, indicating high internal consistency. The Work Environment variable (X1) obtained a value of 0.941, Rewards (X2) the highest with 0.971, and Job Satisfaction (Z) of 0.951, all of which are included in the reliable category. In addition, the results of the construct validity test show that the *Average Variance Extracted* (AVE) value for each variable exceeds 0.5, thus meeting the criteria for convergent validity. Thus, the research instrument is declared reliable and valid for further use. The degree to which an exogenous construct can explain an endogenous construct is measured by the coefficient of determination.

Table 2 Coefficient of Determination (R^2)

	<i>R Square</i>	<i>R Square adjusted</i>
Job Satisfaction (Z)	0.793	0.789
Nurse Performance (Y)	0.633	0.622

Source: Processed data (2025)

Table 7 shows that the *R-Square* value for Nurse Performance (Y) is 0.633 or 63.3%, meaning the independent variable only explains 63.3% of the variation in performance, with the remainder being influenced by other factors. This value is categorized as weak because it is <0.75 (Sarstedt et al., 2017). Meanwhile, the *R-Square* for Job Satisfaction (Z) is 0.793 or 79.3%, indicating a very strong contribution from the independent variable (>0.75). Thus, the model has a strong prediction for Job Satisfaction (Z), but weak for Nurse Performance (Y).

Table 3 Summary of Hypothesis Test Results

No	Influence	Coef Track	Sample Mean	Standard Deviation (STDEV)	T- Statistics	P Values	Note:
1	Work Environment (X1) → Nurse Performance (Y)	0.315	0.305	0.102	3,089	0.003	Hypothesis accepted
2	Reward (X2) → Nurse Performance (Y)	-0.478	-0.486	0.115	4,167	0.000	Hypothesis accepted
3	Work Environment (X1) → Job Satisfaction (Z)	0.225	0.229	0.073	3.105	0.002	Hypothesis accepted
4	Rewards (X2) → Job Satisfaction (Z)	0.725	0.723	0.059	12,342	0.000	Hypothesis accepted
5	Job Satisfaction (Z) → Nurse Performance (Y)	0.933	0.951	0.125	7,449	0.000	Hypothesis accepted
6	Rewards (X2) → Job Satisfaction (Z) → Nurse Performance (Y)	0.676	0.689	0.115	5,879	0.000	Hypothesis accepted
7	Work Environment (X1) → Job Satisfaction (Z) → Nurse Performance (Y)	0.210	0.216	0.069	3,051	0.003	Hypothesis accepted

Source: Processed primary data (2025)

Discussion

The Influence of the Work Environment on Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The results of the study showed that with a t-statistic of 3.089 and a significance value of 0.003, the hypothesis that tested the relationship between the work environment and nurse performance produced a path coefficient value of 0.315, as seen in the table, the work environment has a positive effect on nurse performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, because the t-statistic is greater than the t-table ($3.089 > 1.983$) and the significance value is smaller than 0.05 ($0.003 < 0.05$). This shows that if the results there is an influence between the work environment on nurse performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. Nurse performance is influenced by the work environment.

This research is in line with the research conducted by Amalia et. al., (2023) , The Influence of Work Environment and Motivation on Nurse Performance in Inpatient YARSI Hospital Jakarta 2023 shows the results that Based on the results of hypothesis testing using the t test, the calculated t value for the Work Environment variable (X1) was 3.229 with a significant value obtained of 0.002 so that the significance value < 0.05 . This means that there is a positive and significant influence individually between the Work Environment (X1) on nurse performance (Y). Thus, the research hypothesis that states that there is a significant influence of the Work Environment (X1) on nurse performance (Y) can be accepted. So the better the work environment in a hospital, the nurse's performance will also increase.

The Effect of Rewards on Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The results of the study showed that with a t-statistic of 4.167 and a significance value of 0.000, the hypothesis that tested the relationship between Rewards and nurse performance produced a path coefficient value of -0.478, as seen in the table, Rewards have a negative effect on Nurse

Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, because the t -statistic is greater than the t -table ($4.167 > 1.983$) and the value is smaller than 0.05 ($0.000 < 0.05$). This shows that there is an influence between Rewards on Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. Nurse Performance is influenced by Rewards.

This research aligns with research conducted by Kurniawan (2020) on the effect of rewards on nurse performance, which showed a relationship between rewards and nurse performance. When providing rewards, hospitals should understand employee needs. Nurses working in hospitals will consistently provide excellent service when their rights and obligations are met.

The Influence of the Work Environment on Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The results of the study show that with a t -statistic of 3.105 and a significance value of 0.002, the hypothesis that tests the relationship between Work Environment and Job Satisfaction produces a path coefficient value of 0.225, as seen in the table, Work Environment has a positive and significant effect on Nurse Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, because the t -statistic is greater than the t -table ($3.105 > 1.983$) and the significance value is smaller than 0.05 ($0.002 < 0.05$). This shows that if the results there is a significant influence between Work Environment on Nurse Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. The work environment can create a binding working relationship between people in its environment. An organization must be able to give full attention and make the work environment as comfortable as possible, with such circumstances it is hoped that employee job satisfaction will be created within the organization.

These results are in line with previous studies, including Hanafi and Yohana (2017), Siagian and Khair (2018), Suifan (2019) and Saputra (2022) which found a significant positive relationship between the work environment and job satisfaction.

The Effect of Rewards on Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The results of the study showed that with a t -statistic of 12,342 and a significance value of 0.000, the hypothesis that tested the relationship between Rewards and Job Satisfaction produced a path coefficient value of 0.725, as seen in the table, Rewards have a positive and significant effect on Nurses' Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, because the t -statistic is greater than the t -table ($12,342 > 1,983$) and the significance value is smaller than 0.05 ($0.000 < 0.05$). This shows that if the results there is a significant influence between Rewards on Nurses' Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency.

The study conducted by Dharmawan (2021) aimed to determine the relationship between the reward system and job satisfaction among village hall employees. The study involved 105 employees, consisting of 77 male employees (73.33%) and 28 female employees (26.66%). The reward system measurement tool used was an adaptation and modification of the reward system scale (Ahmed Chand, 2019). The job satisfaction measurement tool was adapted from the Job Satisfaction Survey (JSS) scale (Spector, 1985). The results of the Spearman Rho correlation analysis showed a correlation coefficient of $r = 0.257$ and $p = 0.008$ ($p < 0.05$). These results indicate that the more positive perceptions about the reward system, the better the job satisfaction experienced by employees. Based on these results, it can be concluded that the research hypothesis is accepted.

The Influence of Job Satisfaction on Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The results of the study showed that with a t-statistic of 7.449 and a significance value of 0.000, the hypothesis that tested the relationship between Job Satisfaction and Performance produced a path coefficient value of 0.933, as seen in the table, Job Satisfaction has a positive and significant effect on Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency, because the t-statistic is greater than the t-table ($7.449 > 1.983$) and the significance value is smaller than 0.05 ($0.000 < 0.05$). This shows that if the results there is a significant influence between Job Satisfaction on Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. Research by Syafitri et. al., (2020) states that Job Satisfaction of implementing nurses is significantly related to the performance of implementing nurses in carrying out nursing care. Promotion, awards and supervision are significantly related to the performance of implementing nurses in carrying out nursing care.

These results provide evidence that nurses who are satisfied with their jobs tend to perform better. Job satisfaction reflects an individual's positive perception of various aspects of their job, such as a comfortable work environment, suitability to tasks, interpersonal relationships, role clarity, rewards, and opportunities for development.

The Influence of Work Environment on Nurse Performance Mediated by Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The hypothesis regarding the relationship between Work Environment and Nurse Performance yielded a significance value of 0.000, a t-statistic of 5.879, and a path coefficient of 0.676 with Job Satisfaction as the mediating role (Table 5.19). The t-statistic value was greater than the t-table ($5.879 > 1.983$), and the significance value was smaller than 0.05 ($0.000 < 0.05$), indicating that Work Environment had a positive and significant effect on Nurse Performance mediated by Job Satisfaction. This indicates that the proposed hypothesis is proven, and the relationship between a higher Work Environment and higher job satisfaction has a direct and indirect impact on improving nurse performance at Drs. H. Abu Hanifah Regional General Hospital.

Handayani, RS, & Syahrul, L. (2020) conducted a study entitled "The Influence of the Work Environment on Nurse Performance with Job Satisfaction as a Mediating Variable" at Makassar Regional General Hospital, proving that job satisfaction plays a significant role in strengthening the relationship between work environment quality and nurse performance. The higher the job satisfaction, the greater the positive influence of the environment on performance. Job satisfaction has been shown to act as a mediating variable that bridges the relationship between the work environment and performance.

The Effect of Rewards on Nurse Performance Mediated by Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency

The hypothesis regarding the relationship between Rewards and Nurse Performance yielded a significance value of 0.003, a t-statistic of 3.051, and a path coefficient of 0.210, with Job Satisfaction as the mediator (Table 5.19). This t-statistic value is greater than the t-table ($3.051 > 1.983$), and the significance value is smaller than 0.05 ($0.003 < 0.05$), which indicates that Rewards have a positive and significant effect on Nurse Performance mediated by Job Satisfaction. This indicates that the proposed hypothesis is proven, and the relationship between a higher work environment and higher job satisfaction has a direct and indirect impact on improving nurse performance at Drs. H. Abu Hanifah Regional General Hospital.

Several studies have shown that job satisfaction acts as a mediating variable, strengthening the influence of rewards on performance. This means that organizational rewards will be more effective in improving nurse performance if they foster a sense of job satisfaction. Nurses who feel fairly and appropriately valued demonstrate higher levels of commitment and work enthusiasm. Research shows that compensation has an indirect effect on nurse performance through job satisfaction. This means that adequate rewards increase satisfaction, which in turn drives improved performance (Nursalam, 2019).

5. Conclusion

Based on the data processing that has been carried out, the data description that has been explained, as well as the analysis and discussion that has been outlined in the previous chapters, the following conclusions can be drawn:

1. The work environment influences nurse performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. The results of this study indicate that the better or more conducive the work environment experienced by nurses, the higher the level of performance displayed in carrying out their duties and responsibilities.
2. Rewards Influence Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. These findings indicate a relationship between rewards and nurse performance, but the effect is negative. This means that the higher nurses' perceptions of the rewards they receive, the lower their performance tends to be. This phenomenon indicates a mismatch between nurses' expectations regarding the form or amount of rewards given and the reality they receive, resulting in a decrease in work enthusiasm or motivation.
3. There is an Influence of the Work Environment on Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. The results of this study indicate that a well-organized work environment such as a clean and comfortable workspace, the availability of adequate medical equipment, optimal lighting and ventilation, and harmonious working relationships between staff can create a physically and psychologically supportive work atmosphere. When nurses feel that they work in a safe, orderly, and professional environment, they will feel appreciated and cared for by the institution.
4. There is an Influence of Rewards on Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. The results of this study indicate that the more positive perceptions about the reward system, the better the job satisfaction experienced by employees.
5. Job Satisfaction Influences Nurse Performance at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. The results of this study provide evidence that nurses who are satisfied with their jobs tend to demonstrate better performance. Job satisfaction reflects an individual's positive perception of various aspects of their job, such as a comfortable work environment, suitability to tasks, interpersonal relationships, role clarity, rewards, and opportunities for development.
6. There is an influence of the work environment on nurse performance, mediated by job satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. The results of this study indicate that a supportive work environment will increase employee job satisfaction and ultimately improve performance.
7. There is an Influence of Rewards on Nurse Performance, mediated by Job Satisfaction at Drs. H. Abu Hanifah Regional General Hospital, Central Bangka Regency. This means that adequate rewards increase satisfaction, and this satisfaction then drives improved performance.

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