



# Journal of Global Business and Management Review

e-ISSN: 2685-3426

<https://journal.uib.ac.id/index.php/jgbmr/>

## THE EFFECT OF WORK DISCIPLINE, INCENTIVES, WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY JOB SATISFACTION IN OIL AND GAS COMPANIES IN BATAM CITY

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### Article's Information

DOI: 10.37253/jgbmr.v6i1.9331

#### e-ISSN:

2685-3426

#### EDITORIAL HISTORY:

SUBMISSION: 08 June 2024

ACCEPTED: 31 July 2024

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### ABSTRACT

*Work environment, incentives, and work discipline are all things that can affect employee performance. Employee performance can rise when these factors are favorable or favorable. With job satisfaction serving as a mediator, the purpose of this study is to investigate how work environment, incentives, and discipline affect employee performance at Batam City's oil and gas companies. SmartPLS-based structural equation modeling (SEM) analysis is utilized in the research methodology. 431 employees participated in the study, which found that work discipline, incentives, and the work environment all had a positive impact on job satisfaction. In addition, job satisfaction has a significant impact on employee performance, and job satisfaction acts as a mediator between the positive effects of work discipline, incentives, and the work environment on employee performance.*

**Keywords:** *Work Discipline, Incentives, Work Environment, Employee Performance, and Job Satisfaction.*



## INTRODUCTION

The construction services industry is currently one of the most influential industries and has a significant impact on the economy. Because the development of construction projects is in line with the development of human life and technological advances, careful attention and handling is required, especially in project management. The construction services industry is required to build construction projects that increasingly reflect the diverse fields of human life (Setyawan, 2021). Batam is a city that is growing rapidly as a base for technological development. Its strategic location on international shipping routes and direct borders with Singapore and Malaysia, makes it one of these industrial cities as the main entry point for foreign investment. The tourism sector is now also a mainstay of the Batam city government because it is a transit city with a strategic location. This is to support an increase in the rate of economic growth in line with the extensive growth of the construction and manufacturing industry which has been the prima donna of Batam City. To compete with other businesses, businesses need better human resources. Humans are a very important resource in a business because they are expected to work hard, be creative and have talent. Employees are one of the company's assets and part of a very important resource and greatly influence its success. Therefore, it is very important for businesses to employ dedicated and highly qualified workers who can make a positive contribution to the business. Employees are the most important company asset because employees contribute positively to the company's goals and progress. so that developing a company requires employees who have high competence and dedication to the company (Asri, 2021; Laulita & Setywan, 2021).

Companies often face the problem of substandard employee performance. One way for businesses to effectively manage, work together, and maintain their existence is to improve the quality of their human resources in order to boost employee performance (Farisi et al., 2021). To encourage employees to persevere in achieving company or organizational goals, work discipline means adhering to company rules and regulations. Employee performance can always be assessed by discipline, so that if employees do not follow the rules there will be unfinished work and irregular labor which will become a problem. The first step to success in a company is discipline (Agustini, 2011). Problems with the company's financial compensation also contributed to poor performance (Rivai, 2006). The term "compensation" refers to any and all income, monetary or otherwise that employees receive in return for the services they have provided to the business (Khan et al., 2012) remuneration, also known as payment for services rendered by employees, is referred to as compensation. According to (Aprijon, 2014) in layman's terms, employees receive compensation from their employers as compensation for their labor. Because people work for a company to get compensation or compensation so that they can fulfill their needs, the company rewards its workers by paying them (Omotayo et al., 2014) stated that compensation is a reward given to employees for completing organizational tasks (Tantowi et al., 2016; Paramita & Sudhartio, 2022) state that there are two kinds of financial compensation: direct and indirect. Direct financial compensation includes things like salaries, bonuses, and commissions, while allowances and all fixed remuneration, which do not include direct payments, are examples of indirect financial compensation. (Punu, 2019), states that

another factor that affects employee performance is the work environment, according to him employees will work more actively in a comfortable work environment. Employees carry out their daily tasks in an environment called the work environment. Employees can work optimally if they are in a comfortable work environment that provides a sense of security. Employees can complete their work and get the best results in a pleasant work environment if they feel at home there. On the other hand, low levels of productivity and poor employee performance will have a negative impact on the work environment. Organizational performance is significantly influenced by employee job satisfaction. (Zainal et al., 2014), states that a worker's assessment of how far their work meets their overall needs is called job satisfaction. To achieve extraordinary results, it is important to understand how employees can be retained by keeping them satisfied. Employees feel like they are part of the internal structure of the organization and that their superiors care about them, which contributes to job satisfaction. Managers who pay attention and ask for their subordinates' opinions and participation do so (Santy, 2011) About what people think and feel about their workplace is in various ways called job satisfaction.

The Central Statistics Agency (BPS) reports that the number of workers in Batam City in 2022 will be 810,577 people compared to 2021 of 745,545 people. When compared with 2021, this number has increased by 65,032 people. The increasing demands on business productivity can be seen from the increase in the number of workers in Batam City. Employees must be able to adapt to any situation as we move into an increasingly advanced era. The workload is increasing, the requirements that must be met are increasing, and competition is getting

tougher, all of which threaten survival. A company's ability to achieve its goals will be influenced by the development of employee skills. Therefore, business leaders pay great attention to human resource management. This can be seen in human resource management policies and programs, starting from the recruitment process, retaining and developing employees to the very crucial goal of increasing the company's human resources.

Researchers are interested in conducting research at a Batam City-based oil and gas company because they want to learn more about how work environment, incentives, and work discipline affect employees. Job satisfaction can influence employee performance at oil companies and gas in Batam City. The company places a high value on the work that its employees do. It is essential to take a close look at the factors that have the potential to influence the workforce, with a particular focus on work discipline, incentives, and the work environment, given the company's strong emphasis on employee performance. The problem's contextualization in the research entitled demonstrates that researchers should investigate this issue "Analysis of the Influence of Work Discipline, Incentives and Work Environment on Employee Performance with Job Satisfaction as a Mediating Variable in Oil and Gas Companies in Batam City."

## LITERATURE REVIEW

### The Impact of Work Discipline Affects Job Satisfaction

These results were found from research conducted by (Azhar et al., 2020) that work discipline affects work fulfillment. Organizations assume a part in coordinating representatives to conform to all guidelines and standards set by the

organization, so workers work disciplinedly and successfully, as per research discoveries on the connection between work discipline and representative work fulfillment. This is expected to guarantee that representatives are liable for their work. It is trusted that representatives with high work discipline will actually want to finish responsibilities rapidly and definitively, bringing about work fulfillment. Testing the exploration speculation creates an importance level of 0.000. The likelihood esteem is more prominent than the importance esteem, to be specific 0.05. As indicated by these discoveries, representative work fulfillment is emphatically and essentially affected by work discipline at PT. Surya Rengo Containers, this shows that representative work fulfillment is impacted by work discipline factors.

The results were found from research conducted by (Yuliantini & Santoso, 2020) that representative work fulfillment at PT. TravelMart Central Jakarta is decidedly affected by work discipline. This shows that the degree of representative work fulfillment is associated with their degree of work discipline. Then again, representatives who need discipline at work will be less fulfilled working.

The results were found from research conducted by (Sabirin & Ilham, 2020) that there is no basic effect of discipline on work satisfaction, which is brought about by the presence of a low discipline mindset, so every director should ingrain and foster it and have the option to have a discretion demeanor to assist with accomplishing progressive objectives.

#### **The Impact of Incentives on Employee Satisfaction at Work**

The research findings of (Idris et al., 2020) are that representative execution, accomplishment, or occupation fulfillment isn't impacted by remuneration. Besides, it is outside the

realm of possibilities for work fulfillment to go about as a scaffold between representative execution and pay. Nonetheless, representative execution and occupation fulfillment are decidedly affected by the working environment air. Representative execution and workplace are affected by work bliss or occupation fulfillment. Furthermore, representative execution is decidedly influenced by this. Accordingly, factors that go about as middle people between laborer execution and the work environment climate can be work joy or occupation fulfillment.

Research findings (Azhar et al., 2020) are that the remuneration variable affects representative work fulfillment at PT. Setiacargo Mitra Abadi occupation fulfillment can be expanded with remuneration. This is on the grounds that each laborer expects a superior life in light of the penances and obligations they bear while working. Remuneration is a compensation for somebody's progress in satisfying their obligations in their ongoing position and work, as well as acknowledgment of that singular's capability to progress inside an association.

Research findings (Juliana et al., 2020) are that motivators impact work fulfillment, and the experimental outcomes show that the relapse model has an impact of 71.1%, with rewards assuming work accomplishes targets being the most compelling pointer. Motivator programs have various benefits, including adding to expanded efficiency and working benefits, lessening how much time expected for management while creating yield exercises, empowering representatives to decrease lost chance to utilize hardware, and this framework makes it more straightforward to decide costs.

#### **The Impact of Work Environment on Job Satisfaction**

The research findings of (Idris et al., 2020) show discoveries of representative execution, accomplishment, or occupation fulfillment are not impacted by pay. Besides, it is outside the realm of possibilities for work fulfillment to go about as a scaffold between representative execution and pay. Nonetheless, representative execution and occupation fulfillment are decidedly affected by the working environment air. Representative execution and workplace are affected by work bliss or occupation fulfillment. Furthermore, representative execution is decidedly influenced by this. Accordingly, factors that go about as middle people between laborer execution and the work environment climate can be work joy or occupation fulfillment.

The research findings of (Yuliantini & Santoso, 2020) are that PT TravelMart Central Jakarta representative work fulfillment is affected decidedly and fundamentally by workplace factors. This shows that representatives will be happy with their work in a helpful climate, while representatives will be disappointed with their work in a non-favorable climate.

Research findings (Irma & Yusuf, 2017) can be concluded that the workplace fundamentally affects representative work fulfillment at the Bima Regency Cooperatives and UMKM Service. The workplace affects the degree of occupation fulfillment experienced by representatives. Fulfilled representatives will be more committed to the organization, empowering them to really complete their obligations. The ongoing workplace in the association adds to work fulfillment.

### **The Impact of Work Discipline on Employee Performance**

Previous research findings (Jufrizen & Hadi, 2021) shows that work discipline affects representative execution. This should be visible from the reactions of

respondents at PT. Perkebunan Nusantara III (Persero) Medan to the survey which shows that they concur or firmly settle on every premise. Mentalities, conduct and activities that consent to composed and unwritten hierarchical principles are alluded to as work discipline in this unique circumstance. Work discipline is characterized as an individual's conduct as per existing guidelines, work methods, or discipline.

Research findings (Suherman, 2021) are that educator execution isn't impacted by work discipline. Respondents expressed that to carry out instructor discipline it is important to increment correspondence with bosses in regards to all issues looked by educators. Generally speaking, the disciplinary issues instructors face are connected with different issues that should be made sense of for the executives. Educators accept that they should adhere to school guidelines, attempt to be there before class begins, and consistently observe the guidelines. Nonetheless, assuming an understudy commits an error that includes indiscipline, for example, being late, the educator can make sense of that there is a valid justification for the lateness.

Research findings (Afandi & Bahri, 2020) show that there is a huge impact between work discipline on representative execution. The motivation behind this preventive discipline is to urge workers to have high private discipline so the authority task is easy. In the mean time, remedial discipline is an activity completed after an infringement happens. This activity is to forestall further infringement by giving discipline or disciplinary activity. Moderate discipline is rehashed disciplinary activity as progressively serious discipline.

### **The Impact of Providing Incentives on Employee Performance**

(Lianata et al., 2022) research findings utilizes quantifiable proof to show that

representative presentation is emphatically affected by impetuses and authority style. This is on the grounds that more compelling authority in the work environment will bring about higher representative execution. Representative execution will likewise increment because of more significant compensations.

(Nirmalasari & Amelia, 2020) research findings show that speaker work fulfillment is improved by work environment conduct and incomplete pay. Furthermore, the circuitous impact shows that working environment conduct and motivations decidedly affect execution, as well as occupation fulfillment.

(Idris et al., 2020) research findings representative execution, accomplishment, or occupation fulfillment isn't impacted by pay. Besides, it is outside the realm of possibilities for work fulfillment to go about as a scaffold between representative execution and pay. Nonetheless, representative execution and occupation fulfillment are decidedly affected by the working environment air. Representative execution and workplace are affected by work bliss or occupation fulfillment. Furthermore, representative execution is decidedly influenced by this. Accordingly, factors that go about as middle people between laborer execution and the work environment climate can be work joy or occupation fulfillment.

### **The Impact of the Work Environment on Employee Performance**

(Wokas et al., 2022) research findings show that initiative style to some extent affects worker execution. Fractional work commitment impacts representative execution. In all cases, the workplace didn't altogether further develop representative execution. From concurrent testing it is realized that the presentation of PT PLN Kawangkoan is essentially affected by the workplace, initiative style and work association, the

effects of which can be all seen from the assurance coefficient esteem.

(Idris et al., 2020) research findings representative execution, accomplishment, or occupation fulfillment isn't impacted by pay. Besides, it is outside the realm of possibilities for work fulfillment to go about as a scaffold between representative execution and pay. Nonetheless, representative execution and occupation fulfillment are decidedly affected by the working environment air. Representative execution and workplace are affected by work bliss or occupation fulfillment. Furthermore, representative execution is decidedly influenced by this. Accordingly, factors that go about as middle people between laborer execution and the work environment climate can be work joy or occupation fulfillment.

Research findings (Irwan et al., 2022) are that representative execution is affected emphatically and essentially by the workplace. Which parts of the working environment impact representative efficiency as demonstrated by the consequences of key straight animosity investigation. Just 44.3% of worker execution is impacted by their working environment, while 55.7% is affected by different variables, some of which were not analyzed in this review. As per fractional review discoveries (t test), working environment variables can have different effects on worker execution.

### **The Impact of Job Satisfaction on Employee Performance**

(Pramono et al., 2021) research findings found that the significance of work and the installment framework don't impact the work fulfillment of town authorities, however impetuses do. Also, it has not been demonstrated that work fulfillment influences execution.

(Garaika, 2020) research findings show that pay factors are in every case fundamentally impacted by execution. Execution factors are additionally

incredibly impacted by bliss or occupation fulfillment. Work inspiration affects work fulfillment, and occupation fulfillment generally significantly affects remuneration factors.

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### **The Impact of Work Discipline on Employee Performance through Job Satisfaction**

The research findings of (Alwi & Suhendra, 2019) are that representative execution is essentially improved by work discipline, with work fulfillment going about as a mediating variable. The boundary coefficient of - 0.183 is more prominent than the immediate connection among responsibility and worker execution of - 0.225, showing that both work fulfillments have prevailed with regards to intervening the impact of responsibility on representative execution. Responsibility affects representative execution assuming position fulfillment is utilized as an interceding variable, with the goal that the outcome of occupation fulfillment as an intervening variable is OK. In light of the abovementioned, the exploration interceding variable, in particular work fulfillment, prevailed with regards to settling representative

execution issues by interceding the factors of work discipline and responsibility.

### **The Impact of Incentives on Employee Performance through Job Satisfaction**

(Garaika, 2020) research findings show that pay factors are in every case altogether impacted by execution. Execution factors are additionally incredibly impacted by bliss or occupation fulfillment. Work inspiration affects work fulfillment, and occupation fulfillment generally significantly affects remuneration factors.

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### **The Impact of the Work Environment on Employee Performance through Job Satisfaction**

Results that can be presented from research conducted by (Idris et al., 2020) representative execution, accomplishment, or occupation fulfillment isn't impacted by pay. Besides, it is outside the realm of possibilities for work fulfillment to go about as a scaffold between representative execution and pay. Nonetheless, representative execution and occupation fulfillment are decidedly affected by the working environment air. Representative execution and workplace are affected by work bliss or occupation fulfillment. Furthermore, representative execution is decidedly influenced by this. Accordingly, factors that go about as middle people between laborer execution and the work environment climate can be work joy or occupation fulfillment.

## **METHODS**

In this study, job satisfaction is the intervening variable, while employee performance is the dependent variable. Work discipline, incentives, and the work

environment are the independent variables. These variables are considered problems in comparative cause and effect relationships between 3 or more variables (Akbar H & Apollo, 2018).

Essential information is a kind of information utilized in research. Primary data is information gathered directly by researchers through observations (Indrasari, 2020). The sample used was employees who worked at oil and gas companies in Batam City. The sampling process for this research required 431 research samples for a population of 40,000. The number of questionnaires distributed to 431 employee respondents from five oil and gas construction companies in Batam City allows for the possibility of missing or incomplete answers. There were a total of 431 respondents, with 80 samples collected by each business. using the method of distributing a Google Form questionnaire to 431 respondents.

Information investigation was completed utilizing the Partial Least Square (PLS) technique by means of SmartPLS programming. PLS is a strong methodology for solving structural equation models (SEM) and is especially skilled at taking care of way investigation with inert factors. Provided its ability to coordinate hypothesis and information in sociology research as well as its adaptability, SEM is often involved by scientists in this field. The PLS strategy enjoys the benefit of having less tough suspicions and its viability in breaking down little example sizes (Ghozali et al., 2012). Likewise, it doesn't need normal dispersion of information in a multivariate way, in this manner permitting the utilization of factors with various estimation scales.

**RESULTS**

As should be visible underneath, tables 1 and 2 contain the aftereffects of

the legitimacy test by taking a gander at the consequences of the external loadings and Average Variance Extracted (AVE) numbers. The external stacking esteem should be more noteworthy than 0.6 as indicated by the Rule of Thumb standards for merged legitimacy; Be that as it may, for the examination stage, the underlying external stacking worth of 0,5 — 0,6 is as yet satisfactory by (Chin et al., 1998). As should be visible underneath, tables 1 and 2 contain the aftereffects of the legitimacy test by taking a gander at the consequences of the external loadings and AVE numbers. The external stacking esteem should be more prominent than 0.6 as per the Rule of Thumb standards for merged legitimacy; In any case, for the exploration stage, the underlying external stacking worth of 0.5-0.6 is still acceptable by (Chin et al., 1998).

**Table 1.** Convergent Validity Test Results (Outer Loadings)

	Work Discipline	Job Satisfaction	Employee Performance	Compensation	Work Environment
DK1	0.633				
DK2	0.675				
DK3	0.661				
DK4	0.803				
DK7	0.819				
DK8	0.847				
K1				0.812	
K2				0.831	
K3				0.847	
K4				0.804	
K5				0.768	
K6				0.822	
K7				0.903	
K8				0.890	
KK1			0.775		
KK10			0.830		
KK2			0.781		
KK3			0.891		
KK4			0.782		
KK5			0.862		
KK6			0.783		
KK7			0.832		
KK8			0.820		
KK9			0.809		
KP1		0.629			
KP2		0.865			
KP3		0.835			
KP4		0.856			
KP5		0.772			
KP6		0.782			
LK1					0.830
LK10					0.695
LK2					0.854
LK3					0.829
LK4					0.854
LK5					0.845
LK6					0.830
LK7					0.672
LK8					0.626
LK9					0.670

Source : Processed primary data (2023)



The outer loading value for all questions regarding the variables of employee performance, compensation, job satisfaction, and work environment is greater than 0.6, as indicated by the table above. This indicates that because they have satisfied the outer loadings validity requirements, all variables have been declared valid (Chin et al., 1998). In addition, the validity test based on AVE is displayed in table 2 below.

**Table 2.** Validity Test Results (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.880	0.889	0.881	0.555
Job Satisfaction	0.908	0.916	0.910	0.630
Employee Performance	0.952	0.953	0.953	0.668
Compensation	0.949	0.950	0.949	0.698
Work Environment	0.939	0.942	0.937	0.601

Source : Processed primary data (2023)

The fact that all five variables have values above 0.5, as shown in the table above, indicates that they are all considered valid (Chin et al., 1998). The outcomes of discriminant validity are outlined in Table 4.8 below. A test related to the rule that indicators of various constructs should not have a high correlation is known as discriminant validity. Cross Loadings, Fornell-Larcker Criterion, and Heterotrait-Monotrait Ratio (HTMT Ratio) are three criteria by which discriminant validity can be assessed. The data pass the discriminant test if one of these conditions is met.

**Table 3.** Discriminant Test Results (Cross Loadings)

	Work Discipline	Job Satisfaction	Employee Performance	Compensation	Work Environment
DK1	0.633	0.578	0.585	0.532	0.527
DK2	0.675	0.608	0.632	0.594	0.608
DK3	0.661	0.615	0.599	0.599	0.709
DK4	0.803	0.734	0.741	0.707	0.690
DK7	0.819	0.785	0.720	0.714	0.715
DK8	0.847	0.794	0.761	0.786	0.734
K1	0.738	0.733	0.755	0.812	0.857
K2	0.728	0.751	0.764	0.831	0.805
K3	0.710	0.765	0.725	0.847	0.773
K4	0.694	0.727	0.703	0.804	0.735
K5	0.704	0.694	0.734	0.768	0.769
K6	0.712	0.742	0.654	0.822	0.713
K7	0.826	0.816	0.773	0.903	0.791
K8	0.809	0.804	0.778	0.890	0.804
KK1	0.713	0.747	0.775	0.634	0.648
KK10	0.773	0.776	0.830	0.746	0.728
KK2	0.714	0.764	0.781	0.609	0.641
KK3	0.804	0.836	0.891	0.798	0.796
KK4	0.696	0.730	0.782	0.727	0.714
KK5	0.789	0.796	0.862	0.784	0.784
KK6	0.712	0.723	0.783	0.750	0.716
KK7	0.744	0.778	0.832	0.731	0.752
KK8	0.718	0.770	0.820	0.707	0.749
KK9	0.754	0.748	0.809	0.697	0.722
KP1	0.596	0.629	0.592	0.548	0.568
KP2	0.795	0.865	0.814	0.795	0.756
KP3	0.771	0.835	0.768	0.770	0.791
KP4	0.788	0.856	0.805	0.770	0.775
KP5	0.733	0.772	0.731	0.704	0.635
KP6	0.721	0.782	0.739	0.688	0.718
LK1	0.753	0.759	0.722	0.770	0.830
LK10	0.614	0.615	0.624	0.644	0.695
LK2	0.772	0.779	0.745	0.769	0.854
LK3	0.745	0.730	0.749	0.757	0.829
LK4	0.747	0.756	0.767	0.798	0.854
LK5	0.751	0.766	0.741	0.768	0.845
LK6	0.743	0.752	0.728	0.773	0.830
LK7	0.596	0.591	0.607	0.671	0.672
LK8	0.574	0.555	0.562	0.631	0.626
LK9	0.592	0.588	0.607	0.633	0.670

Source : Processed primary data (2023)

The connection between's every pointer is shown by the cross stacking esteem. Each variable must see indicators converge, with a minimum value of 0.7 (Ghozali et al., 2012). Several indicators have a correlation value above 0.6, as shown in the table above; however, all indicators are correlated or converge on each variable. In addition to testing a construct's validity, measurement models are also used to test the construct's reliability. The purpose of the reliability test is to demonstrate the instrument's consistency and accuracy when measuring the construct. Cronbach's Alpha and Composite Reliability (Dillon – Goldstein's) are used to measure reliability in PLS – SEM. (Chin et al., 1998) For this test, each construct's Composite Reability and Cronbach's Alpha values must be greater than 0.6.

**Table 4.** Reliability Test Results (Cronbach's Alpha and Composite Reliability)

	Cronbach's Alpha	Composite Reliability
Work Discipline	0.880	0.881
Job Satisfaction	0.908	0.910
Employee Performance	0.952	0.953
Compensation	0.949	0.949
Work Environment	0.939	0.937

Source : Processed primary data (2023)

Cronbach's Alpha and Composite Reliability both exceed 0.6, as shown in the table above, indicating that the data are reliable constructs.

**Test the Inner Model**

1. The Independent Findings of Direct Mediation Tests

The results of the direct relationship test (path coefficients) can be found in table 5 below. These coefficients show how the independent variables, such as pay and working conditions, influenced the mediating variable, which was job satisfaction. The table below reveals that the mediating variable, which is job satisfaction, is significantly influenced by compensation and the work environment. A P value of 0.000 or less than 0.05 can demonstrate this. However, the P value is greater than 0.05, indicating that work discipline has no significant effect on job satisfaction.

**Table 5.** Independent Direct Effect Test Results on Mediation (Direct Effects)

	T Statistics (O/STDEV)	P Values	Conclusion
Work Discipline -> Job Satisfaction	8.845	0.000	H1 : Significant positive
Compensation -> Job Satisfaction	5.767	0.000	H2 : Significant positive
Work Environment -> Job Satisfaction	3.976	0.000	H3 : Significant positive

Source : Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

2. Results of the Mediation Test for Direct Dependents

In light of table 6 underneath, the consequences of direct relationship tests (way coefficients), which contain the aftereffects of importance tests between intervening factors on the reliant variable. As shown in the table below, employee performance, the dependent variable, is significantly influenced directly by job satisfaction. A P value of 0.000 or less than 0.05 indicates this.

**Table 6.** Test Results of Independent Direct Effects on Dependents (Direct Effects)

	T Statistics (O/STDEV)	P Values	Conclusion
Job Satisfaction -> Employee Performance	7.939	0.000	H4 : Significant positive

Source : Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

3. Independent Test Results on Dependents Directly

In light of table 7 underneath, the consequences of the immediate relationship test (way coefficients), which contain the aftereffects of testing the free factors, to be specific work discipline, remuneration and workplace on the reliant variable, in particular representative execution. Work discipline, work environment, and job satisfaction all have a significant positive direct influence on the dependent variable, employee performance, as shown in the table below. A P value of 0.000 or less than 0.05 can demonstrate this.

**Table 7.** Test Results of Indirect Effects on Dependents (Direct Effects)

	T Statistics (O/STDEV)	P Values	Conclusion
Work Discipline -> Employee Performance	4.915	0.000	H5 : Significant positive
Work Environment -> Employee Performance	5.934	0.000	H6 : Significant positive
Job Satisfaction -> Employee Performance	7.939	0.000	H7 : Significant positive

Source : Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

4. Through indirect mediation, Independent Test Results for Dependents

The consequences of the backhanded impact test which contains the aftereffects of importance testing between the free factors — work discipline, pay, and workplace — and the reliant variable — representative execution through the intervention of occupation fulfillment — are introduced in table 8 underneath. A P worth of 0.000 or under 0.05 demonstrates that the intervening variable work fulfillment affects the reliant variable representative exhibition as displayed in the table beneath. Work discipline and remuneration affect the reliant variable, in particular representative presentation through the interceding variable work fulfillment, as shown by the P value greater than 0.05 in the table below.

**Table 8.** Test Results of Indirect Effects of Independents on Dependents Through Mediation (Indirect Effects)

	T Statistics (O/STDEV)	P Values	Conclusion
Work Discipline -> Job Satisfaction -> Employee Performance	5.860	0.000	H8 : Significant positive
Compensation -> Job Satisfaction -> Employee Performance	4.211	0.000	H9 : Significant positive
Work Environment -> Job Satisfaction -> Employee Performance	3.918	0.000	H10 : Significant positive

Source : Processed primary data (2023)

Note: P < 0,05, T-Statistik > 1,96

**DISCUSSIONS AND CONCLUSIONS**

**Hypothesis 1**

The work discipline variable has a significant positive impact on employees, according to T-statistical data satisfaction because the P value is greater than 0.05 and the results are below 1.96. This indicates that the performance of employees can be improved by degree of discipline; employees who are disciplined will strive to complete their tasks to the best of their abilities and will perform better as a result.

This study's findings are consistent with previous research by (Azhar et al., 2020) that work discipline influences employee performance, where the organization plays a role in coordinating representatives to comply with all guidelines and standards set by the organization, so that workers work with discipline and success, according to research findings on the relationship between work discipline and representative work fulfillment.

**Hypothesis 2**

The T-statistic data that are the result are higher than 1.96, and the P value is lower than 0.05. As a result, employee satisfaction is significantly influenced by compensation. Because, according to the respondents, Being able to work harder for a pay package that is commensurate with one's efforts can increase job satisfaction. Consequently, respondents believed that salary had a significant impact on job satisfaction.

This study's findings are in line with previous research by (Garaika, 2020) states that compensation factors are always significantly influenced by performance. Performance factors are also greatly influenced by happiness or job satisfaction. Job satisfaction always has a significant positive impact on

compensation factors, and work motivation has a significant positive impact on both.

### **Hypothesis 3**

The T-statistic data results are greater than 1.96 and the P value is less than 0.05, work environment variables have a significant positive effect on job satisfaction. Because, according to respondents, a pleasant and secure work environment, which includes safe working conditions and adequate facilities, can facilitate and enhance job satisfaction. Consequently, respondents believed that the workplace had a significant impact on job satisfaction.

This study's findings are consistent with previous research by (Yuliantini & Santoso, 2020) employee performance and job satisfaction are influenced by the atmosphere of the workplace which is influenced by job happiness or job satisfaction. This shows that employees will be satisfied with their work in a conducive environment, while employees will be dissatisfied with their work in a non-conducive environment.

### **Hypothesis 4**

The T-statistic data show that the work discipline variable has a positive impact on employee performance because the P value is less than 0.05 and the results are greater than 1.96. because respondents believe that regular and effective work discipline will undoubtedly boost performance at work.

This study's findings are in line with previous research by (Jufrizen & Hadi, 2021) the improvement in employee performance is one reason, the workforce's desire to achieve company objectives. This is necessary to motivate someone to work with enthusiasm so that they can exert more effort and utilize all of their abilities. Work discipline is a key factor in improved employee performance.

### **Hypothesis 5**

Job satisfaction has a significant positive effect on employee performance through the compensation variable, as evidenced by T-statistical data with a value above 1.96 and a P value below 0.05. Because, according to respondents, employees will naturally be able to perform their duties more effectively and be satisfied with their work if compensation is provided both directly and indirectly.

This study's findings are in line with previous research by (Lianata et al., 2022) this is because more effective leadership in the workplace will result in higher employee performance. Employee performance will also increase as a result of higher salaries.

### **Hypothesis 6**

The T-measurement information result is above 1.96 and the P esteem is underneath 0.05, consequently workplace factors affect worker execution. Since as indicated by respondents, a decent workplace can further develop representative execution, a pioneer who really leads and coordinates his subordinates can further develop execution.

This study's findings are in line with previous research by (Wokas et al., 2022) when a company creates a legitimate work environment by putting everything in place to ensure that employees who are performing their responsibilities feel at ease while they are at work, this has a variety of effects on a decent workplace, particularly when employees work longer hours. eager to achieve organizational goals in order to elicit a positive response from employees and the organization.

### **Hypothesis 7**

The job satisfaction variable affects representative execution on the grounds that the T-measurement information esteem is more noteworthy

than 1.96 and the P esteem is under 0.05. Employee performance can rise as a result of factors such as a comfortable workplace and a positive working environment, according to those who participated in the survey.

This study's findings are in line with previous research by (Garaika, 2020) representatives can produce work execution, which permits them to give their earnest attempts in making the most of the open doors given by the organization, which is one reason that the workplace assumes a part in further developing representative presentation.

However, this statement is in contrast to research conducted by (Asri & Jennifer, 2022), which did not support the existence of These two variables have a significant relationship, because the mindset of employees is that they are satisfied with their current existence so they feel there is no need to improve their performance, for example the salary has been determined according to the position or minimum wage and the salary has met the employee's needs so that the employee satisfied.

### **Hypothesis 8**

The t-statistic data value is less than 1.96 and the P value is greater than 0.05, the work discipline variable has a significant positive effect on employee performance, which is mediated by job satisfaction. Since as per respondents, higher work discipline will further develop representative execution through representative work fulfillment.

This study's findings are in line with previous research by (Alwi & Suhendra, 2019) work discipline is a force that grows in an employee's body and can force them to accept regulatory decisions and the high value of work and behavior on their own.

### **Hypothesis 9**

The resulting t-statistic data is greater than 1.96, and the P value is less than 0.05. As a result, job satisfaction has a significant positive effect on employee performance that is mediated by the compensation variable. Because, according to respondents, employees will naturally be able to perform their duties more effectively and be satisfied with their work if compensation is provided both directly and indirectly.

This study's findings are in line with previous research by (Garaika, 2020) which, to improve the job satisfaction of employees, a company absolutely needs to make sure that there is appropriate compensation.

### **Hypothesis 10**

The T-measurement information result esteem is above 1.96 and the P esteem result is beneath 0.05, consequently workplace factors significantly affect worker execution which is intervened by work fulfillment. Because respondents said that employees will naturally be able to perform at a higher level and be content with their work, if the workplace is good, safe, and comfortable.

This study's findings are in line with previous research by (Idris et al., 2020) in a business, it is important to keep an agreeable workplace to increment representative work fulfillment with their work.

### **LIMITATIONS**

The analysis reveals that work discipline can improve employee job satisfaction because it is known that work discipline has a significant positive effect on job satisfaction. This finding is in accordance with past exploration by (Azhar et al., 2020) which also shows that there is a large positive influence of work discipline on job satisfaction. Besides, the

exploration results show that giving motivating forces affects work fulfillment, this demonstrates the way that sufficient remuneration can increment representative work fulfillment. This finding is in accordance with past exploration by (Harahap & Khair, 2019) which also demonstrated that compensation had a significant positive impact on job satisfaction.

Additionally, the findings of the study demonstrate that the work environment has a significant impact on employee job satisfaction, highlighting the significance of the work environment in fostering and enhancing employee job satisfaction. This study's findings are in line with previous research by (Yuliantini & Santoso, 2020) who determined the work environment as a determining factor for job satisfaction. Furthermore, research finds that work discipline has a significant impact on employee performance. These results are in line with the findings of (Jufrizen & Hadi, 2021) where work discipline has a very big role and influences the level of employee work effectiveness because without work motivation from employees, the work will certainly not be carried out well and smoothly. After that, this study reveals that employee performance is significantly influenced by compensation and the working environment. Research by demonstrates that this demonstrates that facilitating optimal employee performance requires providing the best compensation possible (Sinaga & Hidayat, 2020).

Additionally, investigations show that work fulfillment fundamentally further develops representative execution, showing an immediate positive connection between representative fulfillment and execution. This finding is in accordance with research directed by (Rosmaini & Tanjung, 2019) and (Sembiring et al., 2021), both consider

employee performance to be significantly influenced by job satisfaction. At long last, this exploration uncovers that work fulfillment intercedes the effect of work discipline, pay and workplace on representative execution, hence showing that workers who are focused and get sufficient remuneration will generally encounter expanded work fulfillment and further developed execution. In a similar vein, it is anticipated that employees who work in a welcoming workplace will exhibit higher levels of job satisfaction as well as improved performance.

Due to the fact that this study was only carried out in Batam, the respondent data do not accurately reflect all employee performance and respondent data is taken via Google Form, things like respondents not understanding the question could happen, and miscommunication could also happen. For further research, it is also recommended to research in terms of employee career development, workload or work capacity, good communication and teamwork, which factors can also influence current employee performance, especially in the Gen Z generation and the object of this research is expected to be can be expanded and not limited to oil and gas companies but also companies in other fields so that it can produce better results.

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