
The Influence of Compensation and Work Stress on Job Satisfaction with Work Motivation as an Intervening Variable Study at Employees PT Naga Mas Motor Klaten

Febriana Herawati¹, Corry Yohana², Saparuddin Mukhtar³

¹State University of Jakarta, Faculty Economics,

Jl. R. Mangun Muka Raya No.11, Rawamangun, Kec. Pulo Gadung, East Jakarta City, DKI Jakarta 13220, Indonesia

²State University of Jakarta, Faculty Economics,

Jl. R. Mangun Muka Raya No.11, Rawamangun, Kec. Pulo Gadung, East Jakarta City, DKI Jakarta 13220, Indonesia

³State University of Jakarta, Faculty Economics,

Jl. R. Mangun Muka Raya No.11, Rawamangun, Kec. Pulo Gadung, East Jakarta City, DKI Jakarta 13220, Indonesia

doi.org/10.51505/IJEBMR.2024.81202 URL: <https://doi.org/10.51505/IJEBMR.2024.81202>

Received: Nov 17, 2024

Accepted: Nov 19, 2024

Online Published: Dec 05, 2024

Abstract

This research uses motivation of work as an intervening variable to examine how pay and workplace stress affect job satisfaction at PT. Naga Mas Motor Klaten. Utilizing a sample of 128 staff members at PT. Naga Mas Motor Klaten and a population of 189, this study used a quantitative research design. Methods of gathering data through observation, questionnaires, and literature reviews. The findings demonstrated that compensation has a positive and significant impact on job satisfaction, that compensation has a positive and significant impact on work motivation, that motivation of work can mediate the effect of compensation on job satisfaction, that work stress has a positive and very significant impact on job satisfaction, that motivation of work can mediate the effect of work stress on job satisfaction, and that motivation of work has a positive and significant impact on job satisfaction.

Keywords: Compensations, job satisfaction, quantitative, work motivation, work stress.

1. Introduction

As technology becomes more competitive and business competition in all sectors, especially in the automotive sector, which is getting tougher, skilled, competent, and responsive to technological changes and talented employees are needed. Workers are crucial to a business's operation, and their job satisfaction is critical to its success (Smolarek & Sułkowski, 2020). However, at PT Naga Mas Motor Klaten, there are several issues that hinder job satisfaction. These issues include high stress levels in the workplace, unfairness in compensation, and lack of motivation as there are no opportunities to develop and gain recognition for work achievements.

This phenomenon has significant consequences, including increased levels of absenteeism, tardiness, turnover, and low work quality. Based on preliminary observations and employee absenteeism data in 2023, there were 528 unexcused absences and 454 tardiness, which are strong indications of workplace stress and job dissatisfaction. This shows how important it is to conduct more in-depth research to find answers to these problems.

Research gaps, regarding the relationship between compensation, job stress, work motivation, and job satisfaction. Some studies show consistent results, such as compensation has a significant effect on job satisfaction (Jevtić & Gašić, 2024; Saban et al., 2020), but other studies find that compensation has no effect and is significant Rosalia et al.(2020) and the work motivation factor as a mediating variable has rarely been studied in depth in the automotive sector in Indonesia. The purpose of this study is to answer the inconsistency of previous research results regarding the relationship between compensation, job stress, work motivation, and job satisfaction. This research is very important for PT Naga Mas Motor to improve their human resource management policies, especially in terms of compensation, managing work stress, and increasing employee motivation. It is hoped that the findings from this study will help improve employee welfare and productivity.

Relevant studies show that compensation, job stress, and work motivation have an influence on job satisfaction. Research by Nugroho and Manafe (2023) found that low job stress increases job satisfaction, while Herawan et al. (2019) indicated that work motivation has a significant effect on job satisfaction. However, some studies such as Wahyudi et al. (2023) showed that motivation has no significant effect on job satisfaction. This inconsistency suggests that further research is needed to gain a better understanding.

Several main hypotheses are proposed by this study:

1. Compensation has a direct effect on job satisfaction.
2. Compensation has a direct effect on work motivation.
3. Compensation has an indirect effect on job satisfaction and work motivation as a mediating variable.
4. Job stress has a direct effect on job satisfaction.
5. Job stress has a direct effect on work motivation.
6. Work stress has an indirect effect on job satisfaction and work motivation as a mediating variable.
7. Work motivation has a direct effect on job satisfaction.

The research design uses a quantitative approach with a survey as the data collection method. This research was conducted on employees of PT Naga Mas Motor, focusing on the cause-and-effect relationship between the variables that have been identified.

This research is expected to make significant theoretical and practical contributions. Theoretically, this research will add to previous research on the effect of compensation, work stress, and work motivation on job satisfaction. Practically, the findings of this study can help

the management of PT Naga Mas Motor make better policies, such as improving a fair compensation system, controlling work stress, and creating a pleasant work environment.

2. Method

This kind of research employs quantitative methods, and in order to guarantee the precision and consistency of the findings and make it possible to draw more trustworthy conclusions, data validity and dependability are crucial. In addition, ethical aspects, such as protecting the confidentiality and consent of respondents, should be considered during data collection (Creswell & Creswell, 2022). The exogenous factors in this study are Compensation (X1) and Work Stress (X2). Job satisfaction (Y) is the endogenous variable, while work motivation (Z) is the intervening variable. The PT Naga Mas Motor Klaten was the site of this study. The study was conducted between May and July of 2024.

Berndt (2020) defines a "population" as a collection of individuals, occasions, or items that share specific traits or behaviors that are the subject of the study and include all components pertinent to the research issue. PT Naga Mas Motor Klaten personnel, comprising 189 staff members across all divisions, comprise the population under investigation. This includes both male and female employees. The sample's composition and size are typical of the population. When researchers aim to conduct a study without initially collecting samples, they often face limitations in terms of time, effort, funding, and the challenges posed by a large target population. In this instance, PT Naga Mas Motor Klaten will use a sample of 128 respondents with personnel levels across all divisions, where the sample is determined from researchers use the equation proposed by Taro Yamane with an error rate of 5% (Sochi-Iwuoha et al., 2024). This study used random sampling, sample characteristics: the largest gender is male (68.28%) and the smallest is female (31.72%). Furthermore, judging from the last education, the largest respondent was S1 (38.28%) and the smallest was S2 (9.38%). At the level of tenure, the largest respondent was 1-5 years of service (31.25%) and the smallest was >20 years of service (15.63%). In marital status, the largest respondent is married (54.69%) and the smallest is a widower (14.06%). The largest respondent marketing work unit that filled out the questionnaire (39.84%) and the smallest unit that filled out the questionnaire was security (5.47%). The largest staff status is permanent employees (76.56%) and the smallest is contract employees (23.44%).

Researchers used a questionnaire consisting of eleven statements on the Compensation variable (X1), ten statements on the Job Stress variable (X2), seven statements on the Job Satisfaction variable (Y), and sixteen statements on the Work Motivation variable (Z) using a Likert scale of 1-5 to measure compensation, work stress, job satisfaction and work motivation. This research applies a structural equation modeling (SEM) approach, utilizing partial least squares (PLS) for the analysis using a computer tool named SmartPLS 4. For this study, pertinent prior studies featuring a comparable set of variables and mediating factors served as a guidance for choosing data analysis methods.

Model of Measurement (Outer Model)

The process for testing the measurement model includes evaluating convergent validity, discriminant validity, and construct reliability

1. Convergent validity
The correlation between the hidden variable score and the score of reflective indicator. Results by a loading factors greater than 0.7 are regarded as strong. (Hair et al., 2019).
2. Discriminant Validity
Examined to see if the construct's AVE exceeds the correlation between the constructs. Discriminant validity guarantees that several constructs measure distinct ideas. Since the root The Average Variance Extracted (AVE) of the construct exceeds its correlation values with any other structure, it is seen as having good discriminant validity. There should be more than 0.50 in the measurement.
3. Construct reliability
Cronbach's Alpha and composite reliability dependability were used for testing. the values of Cronbach's Alpha over 0.7 and composite reliability show that the indices are suitable for measuring the structures.

Model of Structure (Inner Model)

The causal relationship among the independent, dependent, and intervening variables, the latent constructs, in the model is explained by the internal model. This model evaluates how well the independent construct explains the dependent one. This study's inner model is calculated as follows:

- 1) The Path Coefficient shows how strongly and in which direction latent components in the inner model are related. The PLS method is used to estimate this coefficient, and bootstrapping procedures are used to determine its significance. A significant direct influence between the independent and dependent constructs is shown by a significant route coefficient.
- 2) R-squared (R^2) quantifies how much of the variance in the dependent construct can be accounted for by the independent constructs. R^2 values vary from 0 to 1, with higher values suggesting that the model does a better job of explaining the data's volatility. According to Hair et al. (2019), an R^2 value of 0.75 is deemed substantial, 0.50 is deemed medium, and 0.25 is deemed low.
- 3) In the model, the impact of independent constructs on dependent constructs is measured using F-Square (f^2). An f^2 value below 0.02 indicates a minor effect; an f^2 value ranging from 0.15 to 0.35 suggests a moderate effect; and an f^2 value above 0.35 signifies a substantial effect. (Hair et al.,2019).
- 4) The predictive power of the model is assessed using Q-Square (Q^2) (predicted relevance).

The model has a strong predictive fit if the Q^2 result is positive, and vice versa. The idea is as follows:

- $Q^2 > 0$ (good predictive ability).
- $Q^2 = 0$ (the capacity to forecast the value of the dependent variable is no better than average).
- $Q^2 < 0$ (the ability is unable to predict the value of the dependent variable effectively).

The following categories apply to the strength of predictive relevance:

- $Q^2 > 0.25$: moderate predictive relevance.
- $Q^2 > 0.50$: great predictive relevance (Hair et al.,2019).

Direct Effect Analysis

Direct effect analysis is very important for research because it shows the causal relationship between variables. It helps researchers and practitioners understand the factors that directly influence desired outcomes, which helps them make management decisions and strategies.

1) Path Coefficient is interpreted as follows:

- When both the independent and dependent variables rise, positive values signify a positive connection.
- When the independent variable rises and the dependent variable falls, negative values signify a negative association (Hair et al., 2019).

2) P-values is interpreted as follows:

- The path coefficient is statistically significant when the P-value is less than 0.05, indicating a substantial link between the independent and dependent variables.
- The path coefficient is negligible unless the P-value is less than 0.05, indicating that there is not enough data to rule out the null hypothesis. This suggests that there may not be any association at all or that it is very weak.

Indirect Effect Analysis

The interpretation of the indirect effect is:

- 1) The association among exogenous (independent) and endogenous (dependent) factors via mediating variables is deemed significant when the p-values are less than 0.05. This shows that the effect is indirect since the mediating variable acts as a mediator between exogenous and endogenous variables.
- 2) The association is not significant if the p-value is higher than 0.05. Since the mediating variable does not mediate the influence between exogenous and endogenous factors, its effect is direct (Juliandi, 2018)

3. Results and Discussion

Analysis of Outer Models

Testing the measurement model that links items, or indicators, with constructs, or latent variables, is referred to as the outer model test results (Hair et al., 2019).

1. Convergent Validity

The degree to which various indicators that are meant to measure the same construct really correlate with one another is known as convergent validity. The indicators used to measure a concept should exhibit a strong correlation if it is valid. Whereas a low loading would suggest that the indicator has no discernible impact on the construct, a high loading (over 0.70) suggests that the indicator accounts for over 50% of the variance of the tested construct. The following picture displays the structural model used in this study

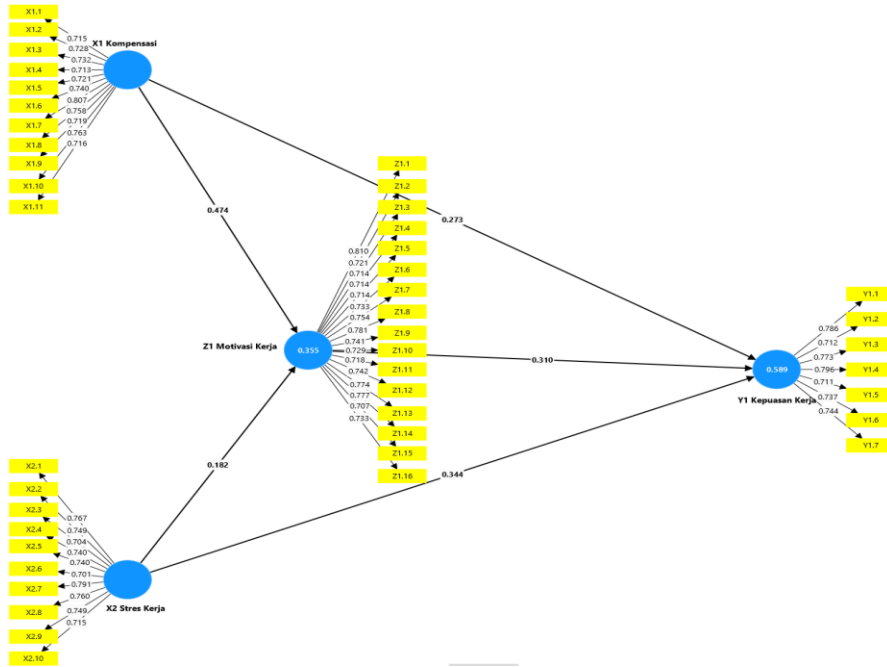


Figure1. Outer Model
Sources: Smart PLS 4

Table 1 outer loadings displays the outcomes of the variables validity test that was processed with SmartPLS 4:

Table 1. Outer Loadings

Code	X1 Compensation	X2 Work stress	Y1 Job Satisfaction	Z1 Work Motivation
X1.1	0.715			
X1.2	0.728			
X1.3	0.732			
X1.4	0.713			
X1.5	0.721			
X1.6	0.740			
X1.7	0.807			
X1.8	0.758			
X1.9	0.719			
X1.10	0.763			
X1.11	0.716			
X2.1		0.767		
X2.2		0.749		
X2.3		0.704		

X2.4	0.740	
X2.5	0.740	
X2.6	0.701	
X2.7	0.791	
X2.8	0.760	
X2.9	0.749	
X2.10	0.715	
Y1.1		0.786
Y1.2		0.712
Y1.3		0.773
Y1.4		0.796
Y1.5		0.711
Y1.6		0.737
Y1.7		0.744
Z1.1		0.810
Z1.2		0.721
Z1.3		0.714
Z1.4		0.714
Z1.5		0.714
Z1.6		0.733
Z1.7		0.754
Z1.8		0.781
Z1.9		0.741
Z1.10		0.729
Z1.11		0.718
Z1.12		0.742
Z1.13		0.774
Z1.14		0.777
Z1.15		0.707
Z1.16		0.733

Source: Smart PLS 4

A comparison between r-count and r-table is done to determine the significance of the link among the two variables. The relationship between the two variables is deemed significant if the r-count value is greater than the r-table, indicating that the tool used has good validity. Conversely, if the r-count value is smaller than the r-table, it is deemed invalid with a significance level of 5% using the degrees of freedom formula, which is $(df) = n-2$ (Ghozali, 2021). Each variable's value in table 1 above indicates that its indicator is more than value 0.7. This indicates that each indicator item has a value greater than 0.7 and that, generally, the data's

r-count value is greater than the r-table, indicating that the statements and indicator is deemed legitimate.

2. Discriminant Validity

The value of the Heterotrait-Monotrait Ratio (HTMT) indicates discriminant validity. Discriminant validity is deemed satisfied if the HTMT value is less than 0.85 in conceptually separate constructs or 0.90 for extremely similar constructs, and either (Hair et al., 2019).

Table 2. Discriminant Validity

	X1 Compensation	X2 Work Stress	Y1 Job Satisfaction	Z1 Work Motivation
X1 Compensation				
X2 Work Stress	0.606			
Y1 Job Satisfaction	0.711	0.703		
Z1 Work Motivation	0.606	0.477	0.680	

Sources: Smart PLS 4

Table 2 shows the findings of each variable's discriminant validity. HTMT value less than 0.85 or less than 0.90, so that researchers can conclude that discriminant validity is good, the constructs measured in the study have a clear identity and do not overlap, and the measurement instrument functions well to distinguish between different constructs.

3. Construct Reliability

Composite Reliability usually has a higher value with Cronbach's Alpha, a good value is greater than 0.70.

The following are the results of the smartPLS Cronbach's alpha and Composite reliability output, can be seen in the table below:

Table 3. Reliability of Construct

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1 Compensation	0.916	0.920	0.929	0.544
X2 Work Stress	0.909	0.912	0.924	0.551
Y1 Job Satisfaction	0.872	0.875	0.901	0.565
Z1 Work Motivation	0.945	0.947	0.951	0.550

Sources: Smart PLS 4

Table 3 above indicates a value higher than the Cronbach's alpha. Cronbach's alpha and composite reliability values greater than 0.70 indicate that the construct has strong reliability. However, if it still exists, the measurement results with a composite reliability value > 0.6 are still acceptable. In conclusion, each variable in the research under study has been reliable.

Analysis of the Inner Model

To make sure the fundamental model developed is sound and accurate, the structural model (inner model) is evaluated. The primary model assessment's inspection phases are visible via a number of indicators, including:

1. Path Coefficient

Determine the route coefficient, a measure of the orientation and intensity of the connection among the constructs. A positive correlation is shown by a positive value of this coefficient, whilst a negative correlation is indicated by a negative value. To ascertain the path coefficient's significance, conduct a bootstrapping study to acquire the t-statistic and p-value..

2. R-square (R²)

Better predictive power is indicated by a greater R-square, which illustrates the link among the Components within the structural framework. According to Hair et al. (2019), an adjusted R² value of 0.75 is regarded as significant, 0.50 as medium, and 0.25 as low. Following data processing using tools SmartPLS 4 application, the R-Square values is ascertained as:

Table 4. R-square Results

	R-square	Adjusted R-square
Y1 Job Satisfaction	0.689	0.680
Z1 Work Motivation	0.855	0.845

Sources: Smart PLS 4

The adjusted R-squared value for the pathway model, including intervening variables, is 68%, according to the findings of the R-Square test on job satisfaction. This is fairly clear, although roughly 32% are still determined by factors not included in this study. According to the R-squared test on work motivation, the path model's R-squared corrected for intervening variables is 84.5%; however, variables not included in this study still account for about 15.5% of the total. This is significant (strong). Overall, the results of both R-Square tests demonstrate strong predictive ability.

3. F-Square (f²)

The following is how the F-Square value is determined based on data processing done using the SmartPLS 4 program:

Table 5. F-Square Results

	Y1 Job Satisfaction	Z1 Work Motivation
X1 Compensation	0.258	0.236
X2 Work Stress	0.189	0.035
Y1 Job Satisfaction		
Z1 Work Motivation	0.352	

Source: Smart PLS 4

F-Square shows that as follows: Compensation has a moderate influence with work motivation, which has a value of $f^2 = 0.236$. Work stress has a small influence with work motivation, which has a value of $f^2 = 0.035$. With a value of $f^2 = 0.258$, compensation has a moderate impact on job satisfaction. With a value of $f^2 = 0.189$, job satisfaction is moderately impacted by work stress. Job satisfaction, which has a value of $f^2 = 0.352$, is significantly influenced by work motivation.

4. Q-Square (Q^2)

According to the data processing done using the SmartPLS 4 application, the following is the Q-Square value

Table 6. Q-Square Results

	Q²predict	Description
Job Satisfaction	0.537	<i>Predictive relevance is large</i>
Work Motivation	0.580	<i>Predictive relevance is large</i>

Source: Smart PLS 4

The Q-Square Test's findings Q^2 value for job satisfaction of 0.537 and work motivation of 0.580 show:

- Job Satisfaction (0.537): This value has a large predictive relevance, which indicates that the model can accurately predict job satisfaction.
- Work Motivation (0.580): This value has a large predictive relevance, indicating that the model has an outstanding ability to predict work motivation.

Overall, both variables have strong values in Q^2 . Both dependent variables show good predictive ability and significance with PLS-SEM. This suggests that the model is reliable for predicting outcomes about job satisfaction and motivation to work. This study provides a fresh viewpoint on the automobile sector by examining job motivation as a mediating component.

Hypothesis Testing

The SmartPLS 4 program's data processing yielded the following Direct Effect and Indirect Effect values:

Table 7. Direct Effect and Indirect Effect

	Primary sample (O)	Sample Average (M)	Dispersion measure (STDEV)	T statistic (O/STDEV)	P-value
X1 Compensations-> Y1 Job Satisfaction	0.273	0.272	0.103	2.664	0.008
X1 Compensations -> Z1 Work Motivation	0.474	0.482	0.068	6.988	0.000
X2 Work Stress -> Y1 Job Satisfaction	0.344	0.350	0.105	3.288	0.001
X2 Work Stress -> Z1 Work Motivation	0.182	0.188	0.085	2.149	0.032
Z1 Work Motivation ->	0.310	0.306	0.089	3.492	0.000

Y1 Job Satisfaction

	Primary sample (O)	Sample Average (M)	Dispersion measure (STDEV)	T statistic (O/STDEV)	P-value
Compensation -> Works Motivation -> Job Satisfaction	0.147	0.148	0.051	2.864	0.004
Works Stress -> Work Motivation -> Job Satisfaction	0.056	0.055	0.028	2.019	0.044

Source: Smart PLS 4

Both direct and indirect hypothesis results are present in this study. The hypothesis outcome is shown in the table above, and it will be detailed below:

1. At PT Naga Mas Motor Klaten, pay significantly and favorably affects employee job satisfaction. This is demonstrated by the initial sample value of 0.273, which has a p-value of 0.000, showing a significance level under 0.05 or 5%.
2. At PT Naga Mas Motor Klaten, pay significantly and favorably affects employee motivation at work. A p-value of 0.000 indicates that the primary sample value of 0.474 had a Magnitude level below 0.05 or 5%.
3. At PT Naga Mas Motor Klaten, work motivation acts as a mediator between pay and job satisfaction at the personnel level. This is supported by the indirect effect's initial sample value of 0.147 and a p-value of 0.004, which indicates a significance level below 0.05 or 5%.
4. At PT Naga Mas Motor Klaten, work stress significantly and favorably affects employee job satisfaction. This is supported by the initial sample value of 0.344 and a p-value of 0.001, which indicates a significance level below 0.05 or 5%.
5. At PT Naga Mas Motor Klaten, work stress significantly and favorably affects employee motivation. The initial sample value of 0.182, which has a p-value of 0.032 and a significance level below 0.05 or 5%, supports this.
6. At PT Naga Mas Motor Klaten, work motivation acts as a mediator between work stress and job satisfaction at the personnel level. This is supported by the indirect effect's initial sample value of 0.056 and a p-value of 0.044, which indicates a significance level below 0.05 or 5%.
7. At PT Naga Mas Motor Klaten, work motivation significantly and favorably affects job satisfaction at the personnel level. This is demonstrated by the first sample value of 0.310, which has a p-value of 0.000, Showing a significance level less than 0.05 or 5%.

4. Conclusion

After obtaining the research's findings and formulating the hypothesis, you will offer the study's conclusions. The research's findings are as follows:

1. Employee motivation at PT Naga Mas Motor Klaten is positively and significantly impacted by compensation.

2. Compensation positively and significantly impacts work performance motivation in staff level Surroundings at PT Naga Mas Motor Klaten.
3. Work motivation mediates compensation's impact on employees' level of job satisfaction environment at PT Naga Mas Motor Klaten.
4. At the staff level, work stress significantly and favorably affects job satisfaction at PT Naga Mas Motor Klaten.
5. Employee motivation at PT Naga Mas Motor Klaten Is positively and significantly influenced by work stress.
6. At PT Naga Mas Motor Klaten, work motivation acts as a mediator between work-place stress and job happiness at the personnel level.
7. At PT Naga Mas Motor Klaten, work motivation significantly and favorably affects job satisfaction at the personnel level.

Furthermore, this research provides workable suggestions to enhance PT Naga Mas Motor Klaten's HRM policies, like more equitable pay, less stress at work, and higher employee motivation.

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