

ANALYSIS ON THE EFFECT OF WORK MOTIVATION, COMPENSATION AND ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE WITH JOB SATISFACTION AS THE INTERVENING VARIABLE AT BRASTAGI SUPERMARKET GATOT SUBROTO MEDAN

Debby Angelita
Alex Tribuana Sutanto
Sofiyah Matondang
Yusuf Ronny Edward
Rasinta Ria Ginting

ABSTRACT

The purpose of this study is to examine the effect of work motivation, compensation and organizational culture on employee performance with job satisfaction as the intervening variable in Brastagi Supermarket Gatot Subroto Medan. The sampling method used was the Slovin test with a total sample of 155 respondents who are employees of Brastagi Supermarket Gatot Subroto Medan. The hypothesis was tested using path analysis. The results of the hypothesis testing indicate that 1) motivation has a significant effect on job satisfaction 2) compensation has a significant effect on job satisfaction 3) organizational culture has a significant effect on job satisfaction 4) motivation has a significant effect on employee performance 5) compensation has no effect on employee performance 6) organizational culture has a significant effect on employee performance 7) job satisfaction has a significant effect on employee performance 8) motivation has a significant effect on employee performance through job satisfaction 9) compensation has a significant effect on employee performance through job satisfaction 10) organizational culture does not have an effect on employee performance through job satisfaction.

Keywords: Work Motivation, Compensation, Organizational culture, Job satisfaction, Employee Performance

INTRODUCTION

The success of the company is very dependent on employee performance. Performance is what must be generated from these activities (Robbins and Coulter, 2010). Organizations generally believe that to achieve excellence and organizational goals, individuals who have the highest performance are needed.

Motivation is a set of factors that cause employees to do their job well. Gerald and Rezai (2016) state that motivation has the potential to be one of the most important means of shaping job satisfaction and influencing employee performance. Employees with high motivation will be enthusiastic at work, this will be able to improve their performance (Beal and Steven, 2017).

Apart from motivation, there is also compensation to achieve job satisfaction which in turn will give the best performance. Gerald and Rezai (2016) state that if the company is fair in providing compensation to employees, it will be able to increase job satisfaction and employee performance. In the opinion of Mabaso and Dlamini (2017), the compensation given to employees is very influential on the level of job satisfaction and employee performance. A company must know the factors that can create job satisfaction for employees and be able to provide compensation appropriately, so that employee job satisfaction can be achieved which will improve performance.

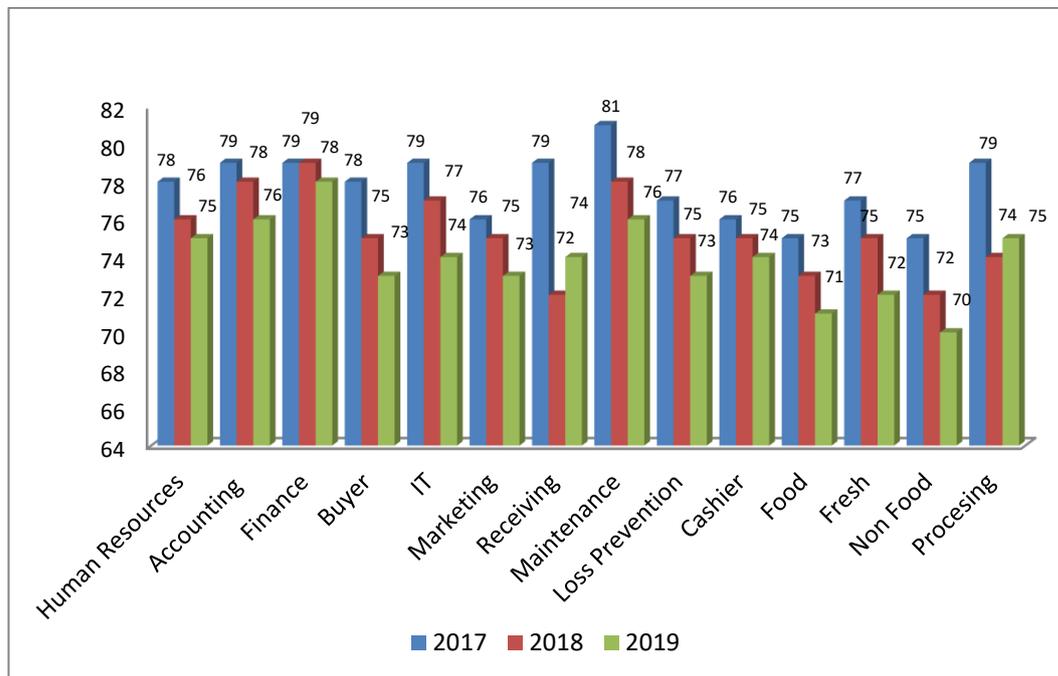
Organizational culture is another factor that can increase job satisfaction which in turn will increase performance. Jenijevic and Nickevic (2016) found that organizational culture has varying effects on job satisfaction and performance according to the values and norms contained in the organizational culture. Gary Dessler (2016) argues that a strong culture is formed because of the values and strong leadership styles. Besides, a strong culture is determined by equity and identity. Equity shows the extent to which every member of the organization has the same values. Identity shows the level of commitment of members to the values that apply to the organization. A strong organizational culture will trigger employees to think, behave and behave by organizational values. The suitability between organizational culture and organizational members who support it will lead to job satisfaction, thus encouraging employees to improve performance for the better. The strength of organizational culture has an impact on job satisfaction, employee performance, and overall organizational performance, therefore organizations need a strong organizational culture.

The research will be conducted at Brastagi Supermarket Gatot Subroto Medan, a five-star supermarket with the motto Brastagi Bicara Quality. Brastagi Supermarket serves the best products on the market with the superiority of imported products. Of course, this company must be able to provide quality services to visitors so that it wins the competition and ultimately has a positive impact on the progress of supermarkets. One of the most important things in the service sector that supermarkets must pay attention to to attract and retain consumers is service.

In improving service quality, Brastagi Supermarket has a mission to develop employees to reach their best potential. For this reason, apart from being required to have knowledge, skills, and abilities, each employee is also required to have the motivation, self-discipline, responsibility, and high morale so that employees are expected to be able to give their best performance and towards achieving company goals.

From the pre-research data obtained from the Human Resources section of the company, there is data on the performance of Brastagi Supermarket employees from 2017 to 2019 which can be seen from the quality of the output according to the employee job descriptions which are the basis for annual performance appraisals.

Figure 1.1 The average performance of employees of Brastagi Supermarket GatotSubroto Medan in 2017-2019



In Figure 1.1, it can be seen that the average employee performance of each Brastagi Supermarket department has decreased and has not been optimal. From the results of tracing through interviews with Human Resources managers, this is caused by employees who are less able to complete work more quickly, flexibly, and efficiently according to the specified time, employees tend to delay completing work, and coordination at work does not go well between superiors and subordinates so that the quality of performance produced by employees is not optimal.

To achieve the best performance, employees must first achieve job satisfaction, so that employees can be comfortable and happy in doing their work. The level of job satisfaction of employees in a company is the key to the spirit that supports the realization of company goals. One of the factors that affect employee job satisfaction can be seen from employee turnover. From the pre-research data obtained from the company's Human Resources section, data on the percentage of employee turnover at Brastagi Supermarket from 2017 to 2019 are presented as follows:

Table 1.1 The percentage of employee turnover at Brastagi Supermarket GatotSubroto Medan 2017 – 2019

Year	Number of Employees	Employees Leave	Employees Enter	Number of Employees End of Year	Turnover
2017	253	8	8	253	3,16%
2018	253	10	10	253	3,95%
2019	253	12	12	253	4,74%

Table 1.1 shows the percentage of employee turnover that increased from 2017 to 2019. This can be a measure of job satisfaction and shows that the higher the employee turnover rate, the lower the level of employee satisfaction. High employee turnover illustrates low employee loyalty in the company which is influenced by employee job satisfaction. Employee satisfaction is very important for the company, so leaders need to pay attention to minimize employee turnover. This condition can certainly hinder the achievement of company performance. In achieving employee job satisfaction, it will be influenced by work motivation, compensation, and organizational culture.

Everyone in their life needs the motivation to be able to achieve their dreams and hopes. Likewise, with the workforce, they work not only to meet the demands of the organization but also to fulfill their needs and desires as individuals. Motivated employees will certainly perform better than employees who are not motivated. Employee work motivation can be seen from the employee absentee level at work.

Table 1.2 Attendance of Brastagi Supermarket GatotSubroto Medan Employees in 2019

Month	Permission	Sick	Neglect	Number of Attendance
Januari	5	3	2	10
Februari	5	5	3	13
Maret	3	7	4	14
April	7	7	2	16
Mei	6	8	3	17
Juni	3	3	5	11
Juli	2	9	4	15
Agustus	4	5	7	16
September	6	8	3	17
Oktober	6	7	2	15
November	9	6	2	17
Desember	6	8	4	18
Rata-rata				14.91

Table 1.2 Attendance of Brastagi Supermarket GatotSubroto Medan Employees in 2019. From table 1.2 it can be seen that the number of employee absenteeism per month in 2019 has an increasing trend and the average monthly attendance is 15 days. This shows that employee motivation to work is still low. The greater the number of employee absences, the employee's performance will decrease. According to Mohammed Inuwa (2016), work motivation is needed to make employees satisfied at work which in turn will improve employee performance.

Companies are required to provide motivation with a promotion system or reward for employees with a good performance so that they can keep their motivation together to achieve the company's vision and mission. Brastagi Supermarket every year provides the opportunity for each division to choose the best candidate to compete for the award as the best employee, but this is considered unfair because only permanent employees can participate in the competition. The number of criteria that must be met is considered very difficult for employees in career advancement.

According to Retnon (2016), compensation given by work realization can increase job satisfaction and employee performance. Compensation is any form of wages or rewards that the company provides to employees and arises from the employee's work. To get compensation, the work done by employees must be relevant so that the contribution made is aimed at realizing the company's goals.

Based on the results of pre-research by interviewing the manager of Human Resources Brastagi Supermarket, it was found that in addition to providing a basic salary each month, the company also provides several other forms of compensation to its employees. Other compensation includes overtime pay and holiday allowances (THR). Employees who work on national holidays and other specified holidays are counted as overtime work by the company. However, from the results of interviews with several company employees, information was obtained that some employees felt that the overtime pay they received was not proportional to the workload. Problems regarding the lack of compensation paid by this company hurt employee performance, so that employee performance tends to decline. Because employees feel that the company still lacks encouragement to improve their performance. Employees often complain about low incentives and uncertain payment dates. Incentives are still inadequate, while on the other hand, supervisors' actions to continue to monitor work, inappropriate rewards, and punishments will reduce work motivation and job satisfaction, which will ultimately reduce the performance of the employees concerned.

Besides work motivation and compensation, there is also the organizational culture which is a factor in increasing job satisfaction which of course has an impact on employee performance. Organizational culture itself is defined as a shared meaning system adopted by members that differentiate an organization from another. If an employee sees these values and meaning systems as valuable things and does them, then this behavioral support becomes the basis for a person's willingness to do work and can affect the employee's performance.

Organizational culture provides an atmosphere that can support employees in doing their jobs well. The organizational culture that is run by employees consistently and consistently can create an open organizational life, employees are free to express their thoughts and feelings, and participate in the managerial decision-making process. All of this will have a positive influence on employee performance which in turn will affect organizational performance. According to Vasic (2019), the strength of organizational culture has an impact on job satisfaction, employee performance, and overall organizational performance. Therefore, companies need to foster a strong organizational culture. Based on the results of pre-research through interviews with the company's Human Resources manager, information was obtained that the organizational culture in Brastagi Supermarket is reflected in the clothes or uniforms of employees of the company symbol with different colors for each department. Besides, Brastagi Supermarket

always conducts morning briefings before starting work, weekly worship and recitation, monthly meetings, and annual family gatherings (held after completing stocktaking).

Problems from several routine cultures that are implemented, for example in daily and monthly briefing activities, are still found by employees who do not attend the briefing due to being late for work and employees who are not active in attending these briefings, causing messages that are not conveyed optimally.

Based on the phenomena that have been described, the researcher will further examine the "Analysis of the Effect of Work Motivation, Compensation, and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable at Brastagi Supermarket GatotSubroto Medan."

RESEARCH METHODS

This research was conducted at Brastagi Supermarket GatotSubroto. The research period starts from July 2020 to January 2021. The population in this study were all employees of Brastagi Supermarket GatotSubroto as many as 253 people. The technique of determining the sample using the Slovin formula. The Slovin formula is a formula or formula for calculating the minimum number of samples if the behavior of a population is not known with certainty so that a sample size of 155 employees is obtained. The sampling technique used in this study was a simple random sampling technique.

RESULTS AND DISCUSSION

Data normality can be measured by the Kolmogorov Smirnov test with a decision that if the normality of the data is greater than 0.05, the data is normal and vice versa.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		123
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,89522262
Most Extreme Differences	Absolute	,077
	Positive	,077
	Negative	-,066
Test Statistic		,077
Asymp. Sig. (2-tailed)		,070 ^c

Indicates that the Asymp value. Sig is 0.07 indicating that the value is greater than 0.05, so it can be concluded that the data in the first regression equation has met the requirements for the residual data normally distributed.

The second regression equation for data normality can be seen in table the Kolmogorov Smirnov test below.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		114
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,75940520
Most Extreme Differences	Absolute	,067
	Positive	,048
	Negative	-,067
Test Statistic		,067
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Indicates that the Asymp value. Sig is 0.20 indicating that the value is greater than 0.05, so it can be concluded that the data in the second regression equation has met the requirements for a normally distributed residual data.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,777 ^a	,603	,593	,906

a. Predictors: (Constant), budaya, kompensasi, motivasi

Sumber: data diolah SPSS 2020

The result of the calculation of the value of R Square is 0.603. This result means that 60.3 percent of job satisfaction can be explained by the three independent variables of motivation, compensation, and organizational culture, while the remaining 39.7 percent is explained by other variables not included in this study.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.430	.773

a. Predictors: (Constant), kepuasan, budaya, kompensasi, motivasi

The result of the calculation of the value of R Square is 0.45. This result means that 45 percent of employee performance can be explained by the independent variables of motivation, compensation, organizational culture, and job satisfaction, while the remaining 55 percent is explained by other variables not included in this study.

Following are the Sobel Test results with the motivation variable on employee performance through job satisfaction.

$$Z = \frac{(0,167 \times 0,254)}{\sqrt{0,254^2 \times 0,039^2 + 0,167^2 \times 0,083^2}} = 2,489$$

From the results of the Sobel Test calculation above, the value is 2.489, greater than 1.96, it can be concluded that the job satisfaction variable can mediate the relationship between the influence of motivation on employee performance.

Following are the results of the Sobel Test with the compensation variable on employee performance through job satisfaction.

$$Z = \frac{(0,247 \times 0,254)}{\sqrt{0,254^2 \times 0,034^2 + 0,247^2 \times 0,083^2}} = 2,82$$

From the calculation of the Sobel Test above, the value is 2.82, greater than 1.96, it can be concluded that the job satisfaction variable is able to mediate the relationship between the effect of compensation on employee performance.

Following are the Sobel Test results with organizational culture variables on employee performance through job satisfaction.

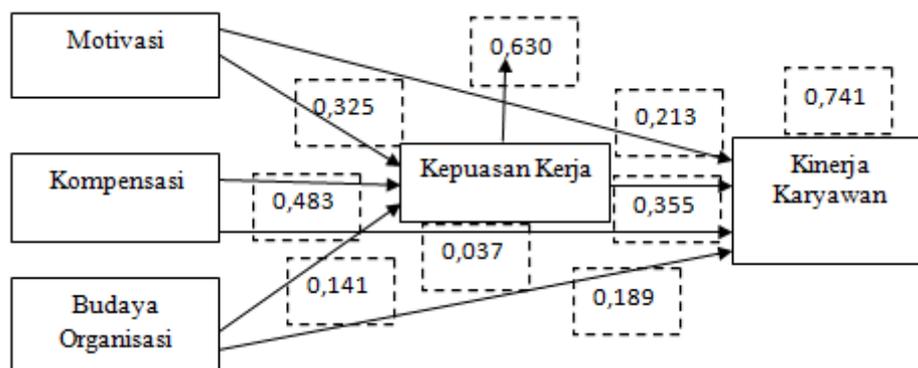
$$Z = \frac{(0,079 \times 0,254)}{\sqrt{0,254^2 \times 0,039^2 + 0,079^2 \times 0,083^2}} = 1,68$$

From the results of the Sobel Test calculation above, the value is 1.68, less than 1.96, it can be concluded that the job satisfaction variable is not able to mediate the relationship between the influence of organizational culture on employee performance.

Referring to the regression output of Model I, it can be seen that the significance value of the three variables, namely motivation (X1) = 0,000, compensation (X2) = 0,000 and organizational culture (X3) = 0,047. These results conclude that regression Model I, namely the motivation variable (X1) has a significant effect on job satisfaction (Z) and the organizational culture variable (X3) has a significant effect on job satisfaction (Z). The value of R2 or R Square in the Model Summary table is 0.603. This shows that the contribution or contribution of the influence of the motivation variable (X1), compensation (X2), and organizational culture (X3) on the job satisfaction variable (Z) is 60.3. Meanwhile, the value of e1 can be found with the formula $e1 = \sqrt{1-0.603} = 0.630$.

Referring to the regression output of Model II in the table section, it can be seen that the significance value of the three variables, namely: motivation (X1) = 0.045, compensation (X2) = 0.726, organizational culture (X3) = 0.044, job satisfaction (Z) = 0.003. These results conclude that regression Model II, namely the variable motivation (X1), organizational culture (X3), and job satisfaction (Z) have a significant effect on employee performance (Y). But the compensation variable (X2) does not affect employee performance (Y). The value of R2 or R Square found in the Model Summary table is 0.45, this shows that the contribution or contribution of the influence of motivation (X1), compensation (X2), organizational culture (X3), and job satisfaction (Z) on employee performance (Y) is 45%, while the remaining 55% is the contribution of other variables not included in the study. Meanwhile, the value of e2 can be found with the formula $e2 = \sqrt{1-0.45} = 0.741$.

Thus, the path diagram is obtained as follows:



The results showed that motivation has a significant effect on the job satisfaction of Brastagi supermarket employees. These results indicate that if the company motivates employees, the level of employee job satisfaction will also increase. Employee motivation can be in the form of fulfilling physiological needs, a sense of security, self-actualization, office facilities, and so on. Therefore the company must always motivate its employees.

Compensation has a significant effect on the job satisfaction of employees of Brastagi Supermarket. This is because the compensation provided by Brastagi Supermarket is by the realization of work so that employees feel satisfied at work. If each institution can provide compensation that is appropriate and appropriate, namely the provision of direct and indirect compensation, then every employee will feel that they are getting equal satisfaction for what they have sacrificed. The results of this study are also supported by research by Gunawan (2019), Ghufroni, Sudapet, and Subagyo (2019), Sudiartditha, Susita, and Kartini (2019), WahyuSetyorini and Landra (2018) which state that motivation has a significant effect on job satisfaction.

In this study, organizational culture variables have a significant effect on the job satisfaction of Brastagi Supermarket employees. Organizational culture has a positive influence on job satisfaction, which means that if the level of organizational culture is high, job satisfaction is also high. This is because the organizational culture of Brastagi Supermarket provides values and norms that can be adjusted by employees, such as special uniforms and family gatherings that are attended by employees so that employees feel satisfied. These results support the research conducted by Ilham (2018) which shows that if the level of organizational culture is high, job satisfaction is also high. From this research, it is found that motivation has a significant effect on the employee performance of Brastagi supermarket. This is because Brastagi Supermarket has motivated its employees such as a sense of security and comfort at work and adequate office facilities for employees to spur employees to perform well.

The compensation variable does not affect the employee performance of Brastagi supermarket. This is because compensation is not a major factor affecting the performance of Brastagi Supermarket employees but is influenced by motivational factors, organizational culture, and job satisfaction. Organizational culture variables have a significant effect on the performance of Brastagi Supermarket employees. Brastagi supermarket organizational culture, namely the leadership often conducts briefings to provide work directions that must be achieved by employees before working hours and after working hours, so that employees can improve performance. These results support the research of Ilham (2018), it is concluded that organizational culture has a significant effect on employee performance, which means that if the level of organizational culture is high, employee performance is also high. However, different things were found in Arifin's research (2015) which states that organizational culture does not have a significant effect on employee performance.

The job satisfaction variable has a significant effect on the employee performance of Brastagi Supermarket. Brastagi Supermarket can fulfill and provide job satisfaction aspects such as a fair promotion for every employee, leadership provides support to employees for enthusiasm at work. As well as the conditions of co-workers who help each other at work. This provides increased employee job satisfaction which will also improve employee performance. This result is also supported by research by Hidayat, Rusman, and Heryanto (2019), Gunawan (2019), Ghufroni, Sudapet and Subagyo (2019), Sudiartditha, Susita and Kartini (2019), WahyuSetyorini and Landra (2018) which state that job satisfaction affects. significant to employee performance. Employees get job satisfaction obtained from the leadership and the organization, so that employee job satisfaction has a positive and significant effect in improving employee performance. Motivation has a significant effect on employee performance through job satisfaction. Brastagi Supermarket always motivates its employees in the form of moral support, adequate office facilities, and a sense of security at work so that employees feel satisfied which in turn will improve employee performance. If the company pays attention to employees by providing good motivation, such as encouragement and training. Compensation has a significant effect on employee performance through job satisfaction. Brastagi Supermarket provides compensation by employee expectations and compensation will increase according to economic conditions in the community. With this, employees feel satisfied which in turn will improve employee performance. Compensation can affect employee performance by first affecting job satisfaction. These results are supported by research by Sudiartditha, Susita, and Kartini (2019), Gunawan (2019), WahyuSetyorini, and Landra (2018) that compensation has a significant effect on employee performance through job satisfaction.

This research resulted in an organizational culture not affecting employee performance through job satisfaction of employees at Brastagi Supermarket. Brastagi Supermarket has a culture of briefing before and after working hours, where the leadership will provide direction to the work of employees, but many employees are less active in giving responses and only listen to directions

and do it. This shows a culture of dissatisfaction but only doing work directions, so that employee performance will increase without going through job satisfaction. These results are supported by the research of Risman (2017) and DwiDanestyDeccasari (2019) which state that organizational culture does not have a significant effect on employee performance through job satisfaction. So it can be concluded that a good organizational culture will directly improve employee performance without paying too much attention to job satisfaction.

CONCLUSION

The conclusions of this study are:

1. Work motivation has a significant effect on the job satisfaction of employees of Brastagi Supermarket GatotSubroto Medan.
2. Compensation has a significant effect on the job satisfaction of employees of Brastagi Supermarket GatotSubroto Medan.
3. Organizational culture has a significant effect on the job satisfaction of employees of Brastagi Supermarket GatotSubroto Medan.
4. Work motivation has a significant effect on the employee performance of Brastagi Supermarket GatotSubroto Medan.
5. Compensation does not affect employee performance at Brastagi Supermarket GatotSubroto Medan.
6. Organizational culture has a significant effect on the employee performance of Brastagi Supermarket GatotSubroto Medan.
7. Job satisfaction has a significant effect on the employee performance of Brastagi Supermarket GatotSubroto Medan.
8. Work motivation has a significant effect on employee performance through job satisfaction of employees of Brastagi Supermarket GatotSubroto Medan.
9. Compensation has a significant effect on employee performance through job satisfaction of employees of Brastagi Supermarket GatotSubroto Medan.
10. Organizational culture does not affect employee performance through job satisfaction of employees of Brastagi Supermarket GatotSubroto Medan.

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Debby Angelita
Universitas Prima Indonesia

Alex Tribuana Sutanto
Universitas Prima Indonesia
Email: alextribuanasutanto@unprimdn.ac.id

Sofiyan Matondang
Universitas Prima Indonesia

Yusuf Ronny Edward
Universitas Prima Indonesia

Rasinta Ria Ginting
Universitas Prima Indonesia