

The Effect Of Training, Compensation, And Organizational Culture On The Performance Of Production Division Employees With Job Satisfaction Mediation At Pinehill Arabia Food Limited, Jeddah, Saudi Arabia

Original Article

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Abstract

This study aims to analyze the effect of training, compensation, and organizational culture on employee performance at Pinehill Arabia Food Limited, either directly or through job satisfaction as a mediating variable. The population of this study is all employees of Pinehill Arabia Food Limited, as many as 89 people, and all members of the population were sampled through the census method because the number of employees is relatively small and easy to reach. The Data were analyzed using the Partial Least Square (PLS) approach with the help of Smart PLS 3.0. The results showed that training, compensation, and organizational culture have a positive and significant effect on employee performance, which is indicated by the value of each: training can contribute to improving employee performance ($\beta = 0.454$; $T = 5.440$; $p = 0.000$), compensation can contribute to improving employee performance ($\beta = 0.393$; $T = 4.820$; $p = 0.000$), organizational culture can contribute to improving employee performance ($\beta = 0.202$; $T = 2.376$; $P = 0.018$), on the indirect path, job satisfaction was shown to mediate the relationship of training to performance ($\beta = 0.110$; $T = 1.967$; $p = 0.050$) and compensation to performance ($\beta = 0.136$; $T = 2.362$; $p = 0.019$). However, job satisfaction did not mediate the relationship of organizational culture to performance ($\beta = 0.060$; $T = 1.302$; $p = 0.194$). These findings confirm that improving the quality of training, equitable compensation, and strengthening the organizational culture of employees contribute directly to improving performance. In addition, job satisfaction acts as an important mechanism in strengthening the influence of training and compensation on performance. This study provides implications for companies to prioritize human resource development through strategic training and compensation policies.

Keywords: Training, Compensation, Organizational Culture, Job Satisfaction, Employee Performance.

1. Introduction

Employee performance is a critical determinant of operational success and competitive advantage in the dynamic food manufacturing industry (Mangkunegara, 2017). Pinehill Arabia Food Limited, as a major player in the Jeddah, Saudi Arabia market, faces substantial challenges in maintaining consistent productivity amid global competition. However, current observations indicate performance fluctuations, particularly within the production division. According to Robbins and Judge (2018), optimal performance depends not only on technical



competence but also on how effectively organizations manage internal factors that influence work behavior. The decline in task completion timeliness at Pinehill—recorded below the company standard in the third year (score of 3.94)—suggests constraints in work effectiveness that require systematic analysis through human resource management variables.

Training represents a fundamental pillar in bridging the gap between employees' current competencies and the evolving demands of their roles. Dessler (2020) asserts that well-designed training programs directly enhance technical skills and employee confidence, thereby minimizing work errors. At Pinehill Arabia Food Limited, the urgency for continuous training is particularly pronounced given the complexity of production machinery. In addition to training, the compensation system plays a crucial role as a motivational stimulus. Handoko (2016) emphasizes that fair and competitive compensation serves as recognition of employee contributions and psychologically encourages the pursuit of higher performance targets. A misalignment between workload and rewards in the production division may constitute a primary driver of declining time discipline among employees.

Beyond managerial aspects, the unique organizational culture in Saudi Arabia—integrating religious values such as punctuality in performing prayers—constitutes a highly relevant variable. A strong organizational culture functions as an internal control system that aligns individual objectives with corporate goals (Schein, 2017). At Pinehill, the integration of these values is expected to foster employee integrity. However, cultural alignment must be reinforced by employees' job satisfaction. Luthans (2015) defines job satisfaction as a positive emotional state resulting from an individual's evaluation of their work experiences. Employees who feel valued through appropriate training and equitable compensation are more likely to experience high job satisfaction, which subsequently acts as a mediating variable in enhancing performance (Hasibuan, 2019).

This study is essential due to inconsistencies in prior research findings (research gap) concerning the direct influence of organizational culture on performance within Middle Eastern work contexts. By positioning job satisfaction as a mediating variable, this research aims to empirically examine whether job satisfaction strengthens the effects of training, compensation, and organizational culture on employee performance at Pinehill Arabia Food Limited. Through this approach, the study aims to identify the most effective HR strategy model for restoring performance trends in the production division, while also making a theoretical contribution to the advancement of human resource management scholarship in the international manufacturing sector.

Based on the background outlined above, the research questions are formulated as follows:

1. Does training have a significant effect on job satisfaction among employees in the production division at Pinehill Arabia Food Limited, Jeddah?
2. Does compensation have a significant effect on job satisfaction among employees in the production division at Pinehill Arabia Food Limited, Jeddah?
3. Does organizational culture have a significant effect on job satisfaction among employees in the production division at Pinehill Arabia Food Limited, Jeddah?
4. Does training have a significant effect on employee performance in the production division at Pinehill Arabia Food Limited, Jeddah?
5. Does compensation have a significant effect on employee performance in the production division at Pinehill Arabia Food Limited, Jeddah?
6. Does organizational culture have a significant effect on employee performance in the production division at Pinehill Arabia Food Limited, Jeddah?

2. Literature Review

2.1. Employee Performance

Employee performance refers to the quality and quantity of work achieved by an individual in carrying out assigned responsibilities (Mangkunegara, 2017). In the context of a manufacturing industry such as Pinehill Arabia Food Limited, performance is assessed not only through physical output but also through timeliness and compliance with standard operating procedures. Robbins and Judge (2018) conceptualize performance as a function of the interaction between ability, motivation, and opportunity. A deficiency in any of these dimensions constrains overall performance outcomes. Mathis and Jackson (2019) further emphasize that work quality, work quantity, timeliness, and cost effectiveness are key indicators that management must continuously monitor to ensure organizational sustainability.

2.2. Training

Training is a systematic process aimed at modifying employees' work behavior to enhance organizational performance. Dessler (2020) explains that training is designed to equip both new and existing employees with the skills required to perform their jobs effectively. Amid rapid technological advancements in the food manufacturing sector, technical training becomes critical to ensure employees can operate production machinery with minimal errors. Rivai (2015) asserts that effective training programs must incorporate needs assessment, clear instructional objectives, and outcome evaluation. Properly structured training not only strengthens technical competence but also builds employee confidence, which, according to Noe (2017), directly contributes to improved productivity and reduced workplace accidents on the production line.

2.3. Compensation

Compensation encompasses all forms of rewards provided to employees in return for their contributions (Dessler, 2020). An effective compensation system must be perceived as equitable, both internally and externally. Handoko (2016) distinguishes between direct financial compensation—such as salaries and bonuses—and non-financial rewards, including health benefits and workplace facilities. Hasibuan (2019) identifies several objectives of compensation: fostering cooperation, enhancing job satisfaction, ensuring effective recruitment, motivating employees, maintaining workforce stability, and promoting discipline. Within the work environment in Jeddah, competitive compensation is particularly important to sustain loyalty among both expatriate and local employees, especially considering the physically demanding nature of production division tasks.

2.4. Organizational Culture

Organizational culture represents a system of shared values, beliefs, and norms that distinguish one organization from another (Schein, 2017). At Pinehill Arabia Food Limited, organizational culture integrates disciplinary and religious values, including the incorporation of prayer time within the daily work rhythm. Robbins and Judge (2018) describe organizational culture as a “social glue” that binds members together and establishes standards regarding appropriate behavior and communication. A strong culture enhances organizational commitment and behavioral consistency. Kotter and Heskett (2015) argue that adaptive organizational cultures demonstrate a strong positive correlation with long-term corporate performance growth, as they align individual goals with the organization's strategic vision.

2.5. Job Satisfaction

Job satisfaction is defined as a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins & Judge, 2018). Luthans (2015) characterizes job satisfaction as employees' perceptions of how well their job fulfills what they consider important. Determinants include compensation, the nature of the work itself, relationships with colleagues, and opportunities for promotion. According to Herzberg's Two-Factor Theory, satisfaction is influenced by motivator factors (e.g., achievement and recognition) and hygiene factors (e.g., company policies and salary). Employees who experience high job satisfaction tend to demonstrate lower absenteeism and higher productivity (Hasibuan, 2019). In this study, job satisfaction is positioned as a mediating variable, as satisfaction derived from effective training, equitable compensation, and a supportive organizational culture is expected to serve as the primary driver of superior performance outcomes.

2.6. Interrelationships Among Variables and Supporting Theories

This literature review is grounded in Social Exchange Theory, proposed by Blau (1964), which posits that relationships between employees and organizations are based on reciprocity. When organizations invest in employees through quality training, fair compensation, and a supportive culture, employees are inclined to reciprocate with enhanced performance. Additionally, Vroom's Expectancy Theory (2017) is relevant, suggesting that employee motivation—manifested in job satisfaction—depends on the belief that effort will lead to performance and subsequently to valued rewards. The integration of these theoretical perspectives strengthens the conceptual framework of this study, proposing that employee performance within the production division is the outcome of synergy between managerial policies (training and compensation) and the psychosocial work environment (organizational culture), with job satisfaction serving as a mediating mechanism.

2.7. Relationships Among Variables

a) The Relationship between Training, Job Satisfaction, and Employee Performance

Training represents a strategic investment in human capital aimed at enhancing both technical and managerial competencies. Dessler (2020) argues that effective training programs foster employee self-confidence, as individuals feel capable of mastering new tools and work methods. This sense of competence directly enhances job satisfaction by reducing stress associated with technical uncertainty. Ultimately, improved competence translates into higher employee performance, consistent with Noe's (2017) view that training is a primary predictor of productivity in manufacturing industries.

b) The Relationship between Compensation, Job Satisfaction, and Employee Performance

Compensation reflects both an economic and psychological exchange between employees and the organization. Based on Adams' Equity Theory, employees experience satisfaction when the ratio between their inputs (effort) and outcomes (salary and benefits) is perceived as fair. Hasibuan (2019) emphasizes that adequate compensation serves as a powerful extrinsic motivator that strengthens discipline. At Pinehill Arabia Food Limited, a competitive compensation system not only provides financial satisfaction but also incentivizes employees to achieve production targets (performance) in pursuit of additional rewards.

c) The Relationship between Organizational Culture, Job Satisfaction, and Employee Performance

A healthy organizational culture creates a supportive work environment. Schein (2017) states that culture functions as a unifying identity that aligns employee vision with organizational goals. At the research site, the integration of religious values and time discipline fosters a constructive work character. A strong culture enhances job satisfaction by providing clarity of norms and expectations. According to Robbins and Judge (2018), alignment between individual values and organizational culture (person–organization fit) stimulates work behaviors that exceed minimum performance standards.

d) The Mediating Role of Job Satisfaction

In this study, job satisfaction functions as an intervening variable. Drawing on Social Exchange Theory, when organizations provide positive treatment—through training, compensation, and a supportive culture—employees reciprocate with heightened emotional satisfaction. This satisfaction is subsequently transformed into a commitment to perform at optimal levels. Luthans (2015) explains that job satisfaction serves as the critical link between managerial policies and work outcomes. Without satisfaction, organizational initiatives such as training may enhance employees’ technical ability but fail to strengthen their willingness to perform.

2.8. Conceptual Framework

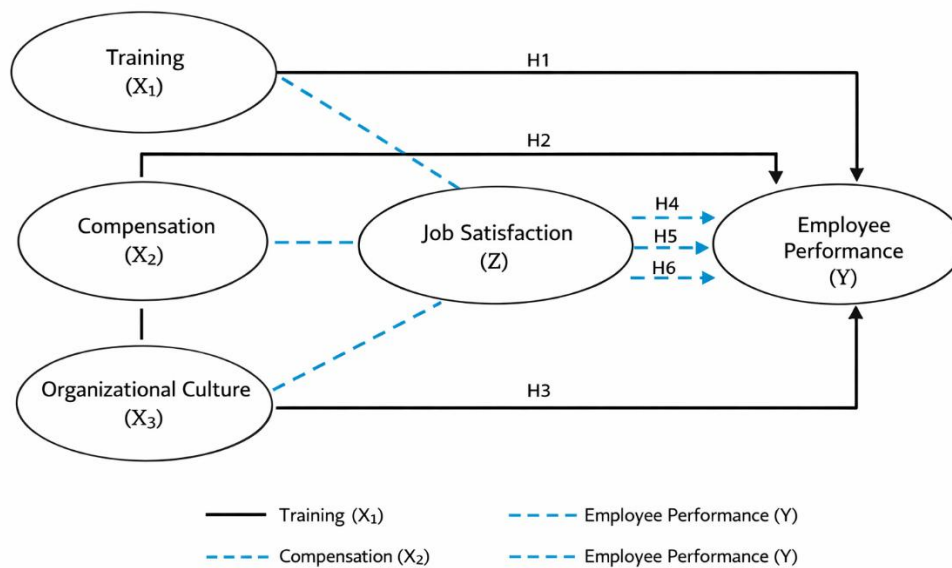


Figure 1. Conceptual Framework

2.9. Hypothesis

Based on the framework described above, the authors propose the following research hypotheses:

- 1) Training has a positive effect on the performance of Pinehill Arabia Food Limited employees, as it increases the employability and clarity of purpose required to effectively complete tasks.
- 2) Compensation has a positive effect on the performance of Pinehill Arabia Food Limited employees, as fair compensation increases motivation and work effort.

- 3) Organizational culture positively influences the performance of Pinehill Arabia Food Limited employees, as cultural values shape work discipline, responsibility, and behavior.
- 4) Training has a positive effect on employee performance through job satisfaction at Pinehill Arabia Food Limited, because training enhances skills that trigger satisfaction and confidence in work.
- 5) Compensation positively affects employee performance through job satisfaction at Pinehill Arabia Food Limited, as fair compensation increases employee satisfaction and commitment.
- 6) Organizational culture positively affects employee performance through job satisfaction at Pinehill Arabia Food Limited, because a positive work culture creates psychological comfort at work.

3. Methods

This study uses a quantitative approach with causality design that aims to explain the cause-and-effect relationships between variables through hypothesis testing. The location of the study was conducted at Pinehill Arabia Food Limited, Jeddah, Saudi Arabia, with a focus on employees of the production division. The population in this study includes all employees of Pinehill Arabia Food Limited, as many as 89 people. The sampling technique used is the census method (total sample), where all members of the population are respondents because the number is relatively small and easy to reach. Primary Data were collected through the deployment of structured questionnaires using a Likert scale of 1-5 to measure respondents' perceptions of the variables of training, compensation, organizational culture, job satisfaction, and employee performance. Data analysis in this study was conducted with the Partial Least Square (PLS) approach using SmartPLS 3.0 software. The PLS-SEM method was chosen because it is able to test complex mediation models simultaneously, remains stable on a relatively small sample size (under 100 respondents), and does not require the assumption of multivariate normal distribution. The data analysis phase includes two main steps, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). Evaluation of the outer model is done to ensure the validity (through convergent validity and discriminant validity) as well as the reliability of indicators (through composite reliability and Cronbach's alpha). Meanwhile, the evaluation of the inner model aims to test the hypothesis of the study by looking at the value of the path coefficients and the value of significance through the bootstrapping procedure.

4. Results and Discussion

Pinehill Arabia Food Limited is a company operating in the food and beverage industry, headquartered in Jeddah, Saudi Arabia, and has become one of the leading players in the Middle Eastern market. Established in 1985, the company focuses on the production and distribution of a wide range of high-quality food products, including canned goods, frozen foods, and beverages. Over time, Pinehill Arabia Food Limited has successfully expanded its market reach beyond Saudi Arabia to various international markets, positioning itself as one of the prominent companies in the industry.

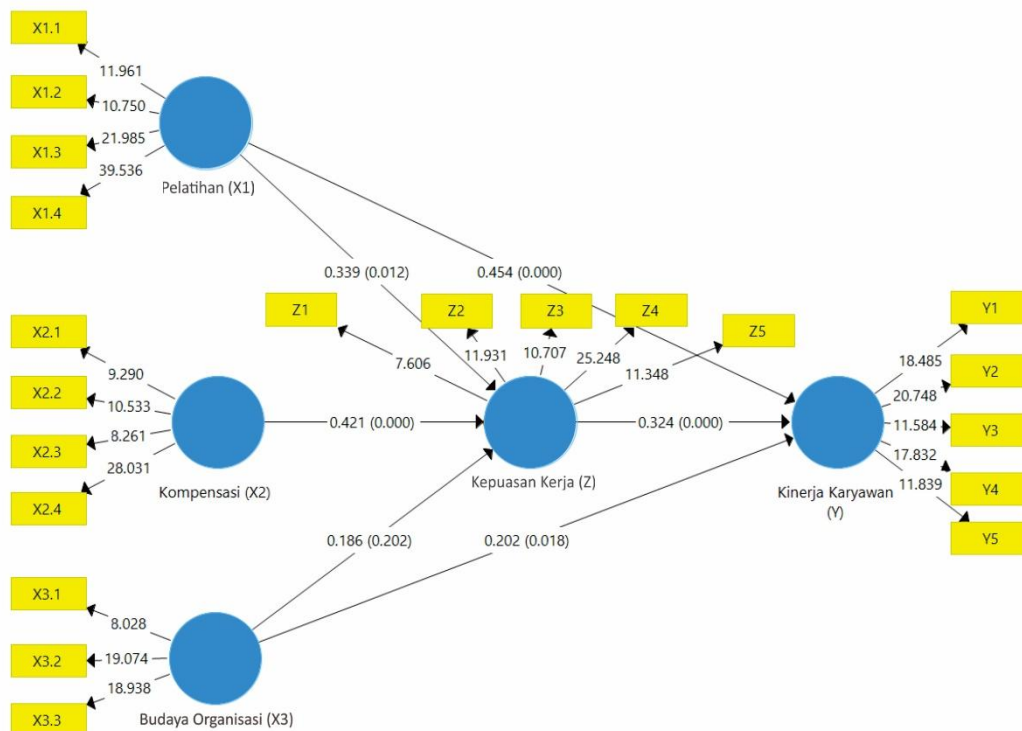
4.1. Respondent Characteristics Based on Gender

Gender	Frequency	Percentage (%)
Male	63	70.8
Female	26	29.2
Total	89	100

Source: Appendix

Based on the table above, the distribution of research respondents by gender is presented. Out of a total of 89 respondents, the majority are male, comprising 63 individuals or 70.8% of the total sample. Meanwhile, female respondents account for 26 individuals or 29.2% of the sample population.

4.2. PLS Models



From the PLS output image above, it can be seen that the loading factor value of each indicator is located above the arrow between the variables and indicators. It can also be seen that the path coefficients are above the arrow line between the exogenous variables, while the mediating variables in the study are the endogenous variables.

4.3. Direct Effect Testing

Table 1. Direct Effect Testing

Relationship	Original Sample	T-Statistics	P-Values	Conclusion
Training (X1) → Employee Performance (Y)	0.454	5.440	0.000	Accepted
Compensation (X2) → Employee Performance (Y)	0.393	4.820	0.000	Accepted
Organizational Culture (X3) → Employee Performance (Y)	0.202	2.376	0.018	Accepted

- a) **Training has a significant and positive effect on employee performance** at Pinehill Arabia Food Limited. This hypothesis is supported by a path coefficient of 0.454 and a P-value of 0.000, which is below the 0.05 significance threshold, indicating a statistically significant positive effect.
- b) **Compensation has a significant and positive effect on employee performance** at Pinehill Arabia Food Limited. The result is supported by a path coefficient of 0.393 and a P-value of 0.000 (< 0.05), confirming a statistically significant positive relationship.
- c) **Organizational culture has a significant and positive effect on employee performance** at Pinehill Arabia Food Limited. With a path coefficient of 0.202 and a P-value of 0.018 (< 0.05), the findings indicate a statistically significant positive influence.

The bootstrapping output for evaluating direct effects, based on the path coefficients and P-values, is presented in Figure 4.3 below.

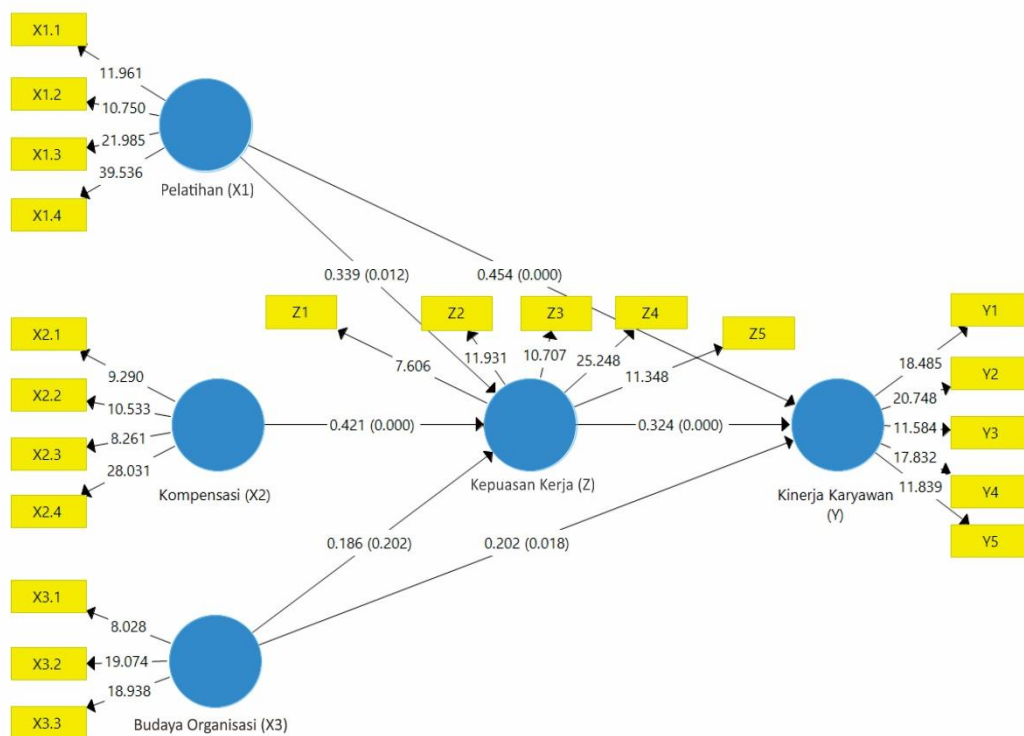


Figure 4.3 Bootstrapping Output with P-Values

4.4. Evaluation of the Significance of Indirect Effects (Mediation Effects)

To determine whether the indirect effect or mediation (intervening effect) is accepted or rejected, the p-value is evaluated at a significance level of $\alpha = 5\%$ (0.05). If the p-value is less than 0.05, H_0 is rejected, indicating the presence of an indirect (mediating) effect. Conversely, if the p-value is greater than 0.05, H_0 is accepted, meaning no mediation effect is present. The results of the structural model evaluation obtained from the SmartPLS Bootstrapping Report are presented in the following table.

Table 2. Path Coefficients, T-Values, and P-Values (Indirect Effects)

Relationship	Original Sample	T-Statistics	P-Values	Conclusion
Compensation (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0.136	2.362	0.019	Accepted
Training (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0.110	1.967	0.050	Accepted

Organizational Culture (X ₃) → Job Satisfaction (Z) → Employee Performance (Y)	0.060	1.302	0.194	Rejected
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- a) Compensation has a significant and positive indirect effect on employee performance through job satisfaction at Pinehill Arabia Food Limited. This result is supported by a path coefficient of 0.136 and a P-value of 0.019 (< 0.05), indicating a statistically significant positive mediation effect.
- b) Training has a significant and positive indirect effect on employee performance through job satisfaction at Pinehill Arabia Food Limited. The finding is supported by a path coefficient of 0.110 and a P-value of 0.050 (≤ 0.05), demonstrating a statistically significant positive mediation effect.
- c) Organizational culture does not have a significant indirect effect on employee performance through job satisfaction at Pinehill Arabia Food Limited. With a path coefficient of 0.060 and a P-value of 0.194 (> 0.05), this result is not statistically significant and therefore does not support the presence of a mediation effect.

4.5. Discussion

a) The Effect of Training on Employee Performance

The analysis results indicate that training has a positive and significant effect on employee performance, suggesting that training is the most dominant factor in enhancing the performance of employees in the production division of Pinehill Arabia Food Limited, particularly in terms of timeliness and work quality. Employees who thoroughly understand work procedures tend to operate more efficiently and with fewer errors. These findings are consistent with Gustian et al. (2022), Kartikawati et al. (2024), and Jansen et al. (2023), who emphasize that relevant training consistently improves performance through enhanced competence and operational efficiency. Therefore, this study reinforces empirical evidence that training is a strategic instrument for improving employee performance.

b) The Effect of Compensation on Employee Performance

Compensation has been proven to have a positive and significant effect on employee performance, indicating that production division employees respond to reward systems as recognition of their contributions. Fair compensation encourages employees to work more discipline, productively, and responsibly. These findings align with Setiawan (2024), Widiarto et al. (2024), and Hasanuddin et al. (2020), who found that compensation has a direct impact on performance. This underscores that compensation functions not merely as an economic factor but also as a signal of organizational recognition toward employees.

c) The Effect of Organizational Culture on Employee Performance

Organizational culture has a positive and significant effect on employee performance, although its influence is relatively smaller compared to training and compensation. This indicates that values such as discipline, responsibility, and compliance with work regulations contribute to shaping consistent employee work behavior. The findings are consistent with Kim and Park (2023), Chen et al. (2021), and Handriyani et al. (2023), who state that organizational culture acts as a behavioral control mechanism that sustains long-term performance stability.

d) The Effect of Training on Performance through Job Satisfaction

The indirect effect test shows that job satisfaction mediates the relationship between training and employee performance. This suggests that training not only enhances work competence but also increases employees' confidence and satisfaction, which subsequently drives higher performance. These findings are in line with Indra Setiawan et al. (2021) and Yuliani (2024), who conclude that job satisfaction is an important psychological mechanism that strengthens the impact of training on employee performance.

e) The Effect of Compensation on Performance through Job Satisfaction

Job satisfaction is found to mediate the effect of compensation on employee performance. This indicates that compensation improves performance not solely through financial incentives, but through fostering a sense of appreciation and satisfaction at work. The results are consistent with Emita et al. (2022), Widiarto et al. (2024), and Hidayati (2022), who identify job satisfaction as a primary mediator in the relationship between compensation and employee performance.

f) The Effect of Organizational Culture on Performance through Job Satisfaction

The analysis reveals that job satisfaction does not mediate the relationship between organizational culture and employee performance. This suggests that organizational culture at Pinehill Arabia Food Limited influences performance directly by shaping norms and work behaviors, rather than through the affective dimension of job satisfaction. This finding differs from Haryadi and Wahyudi (2020) and Handriyani et al. (2023), which may be attributed to the company's strong religious and disciplinary cultural context, where culture functions more as a normative regulatory system than as a psychological driver of satisfaction.

5. Conclusion

Based on the results of the data analysis and discussion regarding the influence of training, compensation, and organizational culture on employee performance with job satisfaction as a mediating variable at Pinehill Arabia Food Limited, the following conclusions can be drawn:

- a) Based on hypothesis testing results, training has a positive and significant effect on the performance of employees in the production division of Pinehill Arabia Food Limited. This indicates that improvements in training quality directly enhance employees' competence, efficiency, and timeliness, making training the most dominant factor in achieving production targets and maintaining work quality.
- b) The findings demonstrate that compensation has a positive and significant effect on employee performance. This suggests that a fair and transparent reward system effectively increases employee motivation, discipline, and responsibility in completing tasks in accordance with company standards.
- c) Organizational culture has been shown to have a positive and significant effect on employee performance. This indicates that values such as discipline, responsibility, and compliance with work regulations at Pinehill Arabia Food Limited contribute to shaping consistent work behavior and sustaining performance stability, although their influence is not as strong as that of training and compensation.

- d) Job satisfaction is proven to mediate the relationship between training and employee performance. This finding implies that training not only enhances employees' technical competence but also increases their confidence and satisfaction at work, thereby functioning as a psychological mechanism that strengthens the impact of training on performance.
- e) The results further indicate that job satisfaction mediates the effect of compensation on employee performance. This suggests that compensation improves performance through fostering a sense of appreciation and job satisfaction, rather than solely through financial incentives, highlighting the critical role of job satisfaction in this relationship.
- f) Job satisfaction does not mediate the relationship between organizational culture and employee performance. This finding suggests that organizational culture at Pinehill Arabia Food Limited influences performance directly through the establishment of norms and work behaviors, rather than through the affective dimension of job satisfaction. Consequently, organizational culture functions more as a behavioral control mechanism than as a psychological driver.

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