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## THE INFLUENCE OF WORK FACILITIES AND COMPENSATION ON PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (CASE STUDY: DISTRICT DPRD SECRETARIAT LABUHAN BATU)

## ВПЛИВ РОБОЧИХ ПРИМІЩЕНЬ І КОМПЕНСАЦІЇ НА ПРОДУКТИВНІСТЬ ІЗ ЗАДОВОЛЕНІСТЮ РОБОТОЮ, ЯК ПРОМІЖНОЮ ЗМІННОЮ (ПРИКЛАД: РАЙОННИЙ СЕКРЕТАРІАТ DPRD ЛАБУХАН БАТУ)

Rusmansyah

*Universitas Prima Indonesia, Medan, Indonesia*  
ORCID: 0000-0002-4100-5313

Nagian Toni

*Universitas Prima Indonesia, Medan, Indonesia*  
ORCID: 0000-0003-1282-8959

Salman Faris

*Universitas Prima Indonesia, Medan, Indonesia*  
ORCID: 0000-0002-9679-1729

Elly Romy

*Universitas Prima Indonesia, Medan, Indonesia*  
ORCID: 0000-0003-1603-8735

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*Русмансях, Нагиан Тони, Салман Фарис, Еллі Ромі. Вплив робочих приміщень і компенсації на продуктивність із задоволеністю роботою, як проміжною змінною (приклад: районний секретаріат DPRD Лабухан Бату). Оглядова стаття.*

Кожна компанія намагатиметься вдосконалити та розвинути організацію, проводячи різноманітні заходи для підвищення продуктивності своїх співробітників. Сподіваємося, завдяки цій діяльності компанія досягне організаційних цілей. Співробітники є найважливішою частиною в досягненні цілей організації. Це дослідження має на меті визначити, чи впливають робочі умови та винагорода на продуктивність працівників через задоволеність роботою як проміжну змінну в Секретаріаті DPRD Регентства Лабуханбату. Дослідження проводилося на 53 співробітниках за методикою насиченої вибірки. Використана техніка збору даних: первинні дані у формі анкет та вторинні дані, отримані шляхом вивчення документації. Техніка аналізу даних використовувала кількісні дані, які були оброблені за допомогою програми SPSS версії 25, а саме t-тест, тест Собеля та аналіз шляхів.

*Ключові слова:* умови роботи, винагорода, задоволеність роботою, продуктивність

*Rusmansyah, Nagian Toni, Salman Faris, Elly Romy. The Influence of Work Facilities and Compensation On Performance With Job Satisfaction as an Intervening Variable (Case Study: District DPRD Secretariat Labuhan Batu). Review article.*

Every company will try to improve and develop the organization by holding various activities to improve the performance of its employees. With these activities, it is hoped that the company will achieve organizational goals. Employees are the most important part in achieving organizational goals. This study aims to determine whether work facilities and compensation affect employee performance through job satisfaction as an intervening variable at the DPRD Secretariat of Labuhanbatu Regency.

The study was conducted on 53 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis.

*Keywords:* work facilities, compensation, job satisfaction, performance

**A**n organization or company is expected to undergo changes, leading to progress and development towards a better one. Each company will try to improve and develop the organization by holding various activities to improve the performance of employees. The existence of these activities, it is hoped that the company will achieve organizational goals.

In general, human resource management is intended to improve organizational performance, so the formation of human resources who have qualified abilities is a must. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009).

Internal factors are factors related to a person's traits, including attitudes, personality traits, physical traits, desires or motivations, age, gender, education, work experience, cultural background, and other personal

variables. External factors are factors that affect employee performance derived from the environment, leadership, actions of colleagues, types of training and supervision, wage systems and social environment.

The Main Duties of the Secretariat of the DPRD of Labuhanbatu Regency organize secretarial and financial administration, support the implementation of the duties and functions of the DPRD, and provide and coordinate the experts needed by the DPRD in providing their rights and functions as needed. One of the aspects that affect the performance of the employees given is job satisfaction, meaning that with a high level of job satisfaction, usually employees will provide good performance, and vice versa when employees of the Secretariat of the Labuhanbatu Regency DPRD do not experience satisfaction, the performance given is not optimal.

Brayfield in Panggabean (2004) assumes that job satisfaction can be presumed from a person's attitude towards his job. Then Morse in Panggabean (2004) suggests that basically, job satisfaction depends on what a person wants from their job and what they get. According to Wibowo (2014) Job satisfaction is defined as the level of a person's feelings of pleasure as a positive assessment of his work and the environment in which he works.

Job satisfaction is needed to maintain the motivation of employees and be more committed to the organization. This can be explained by the demands that the organization makes against employees. To be able to work optimally with high performance, work facilities are also needed that support operational activities in the agency. According to Moekijat in Haryana (2014) explained that facilities are physical means that can process an input (input) to the desired output (output). Work facilities cannot be ignored in carrying out work operations. Work facilities play a very important role so that organizational operations can be done better, more precisely, and faster. Moenir, (2014) states, Facilities as everything that is used, used, occupied, by employees both in direct relation to work and for the smooth running of work.

Another factor that affects how and why people work in one organization and not in another. Providing compensation in return for services and agencies for employee contributions is one way to meet the needs of life and improve their welfare. Compensation in general can be interpreted as the recompense of services that the organization provides to employees for the results of work and contributions made by employees to the organization through the work they do. One of the ways that the government is trying to take by providing reasonable compensation for civil servants should encourage employee work motivation so that employees feel satisfied in carrying out their work. This means that, one of the factors that are expected to arouse employee work motivation is the compensation.

Based on the phenomenon that occurred at the Secretariat of the DPRD of Labuhanbatu Regency, researchers were interested in conducting a study related to this phenomenon with the title "The Effect of Work Facilities and Compensation on Performance with Job Satisfaction as an Intervening Variable at the Secretariat of the Labuhanbatu Regency DPRD".

### **Analysis of recent researches and publications**

Performance. Performance is a real behavior that everyone displays as work achievements produced by employees according to their role in the agency. Performance is very important in the agency's efforts to achieve its goals.

The factors that affect performance according to Sutrisno (2011: 176-177) are:

1. Effectiveness and efficiency.

In relation to performance, then a measure of good and bad performance is measured by effectiveness and efficiency.

2. Authority and responsibility.

In a good organization the authority and responsibility have been well delegated, without any overlapping duties, each employee in the organization knows what he is entitled to and his responsibility in order to achieve the goals of the organization.

3. Work discipline.

Work discipline is the psychology of a person or group of people who always want to follow or fulfill all predetermined regulations.

4. Initiatives.

A person's initiative has to do with thinking power, creativity in the form of ideas for planning something related to the goals of the organization.

### **The main part**

In general, job satisfaction is a psychological condition that is pleasant and felt by employees or employees in a work environment or others for the role they perform and the fulfillment of needs properly. Thus, employees feel present in the performance of the company.

There are five factors that can affect job satisfaction according to Kreitner and Kinicki (2016), namely as follows:

1. Need fulfillment

Satisfaction determined by the degree of characteristic of the work gives the individual the opportunity to meet his needs.

2. Differences (Discrepancies)

Satisfaction is an outcome of meeting expectations. The fulfillment of expectations reflects the difference between what is expected and what the individual earns from his work. When expectations are greater than what is received, people will be dissatisfied. On the contrary, individuals will be satisfied if they receive benefits above expectations.

### 3. Value attainment.

Satisfaction is the result of the perception of work providing the fulfillment of important individual work values.

### 4. Equity.

Satisfaction is a function of how fairly individuals are treated in the workplace.

Work Facilities. Work facilities cannot be ignored in carrying out work operations. Work facilities play a very important role so that organizational operations can be done better, more precisely, and faster. Moenir (2010:197) states, "Facilities as everything that is used, used, occupied, by employees both in direct relation to work and for the smooth running of work".

Meanwhile, Mudie and Cottam (in Tjijtono, 2011: 139-140) some of the factors that affect the facility are:

#### 1. Spatial planning.

Aspects such as proportions, symmetry, texture, and color need to be carefully integrated and designed to stimulate the intellectual and emotional response of the wearer or the person seeing it.

#### 2. Room planning.

This factor includes interior and architectural design, circulation flow design and others.

#### 3. Equipment or Furniture.

Equipment or furniture has several functions, including as a means of protecting small-sized items, as display goods, and as a welcoming sign for customers.

#### 4. Lighting system.

Some things that need to be considered in designing a lighting system are day lighth, the color, type, and nature of the activities carried out indoors, the level of visual acuity and the desired atmosphere.

### Compensation.

Basically, working people also want to earn money to make ends meet. For this reason, an employee begins to appreciate hard work and increasingly shows loyalty to the company and that's why the company rewards the employee's work achievements, namely by providing compensation.

According to Mangkuprawira (2016) the dimensions of compensation are as follows:

1. Supply and demand.
2. Company's capabilities and willingness.
3. Trade unions/employee organizations.
4. Employee Work Productivity.
5. Government and Labor Law.
6. Cost of living.
7. Employee position.
8. Education and work experience.

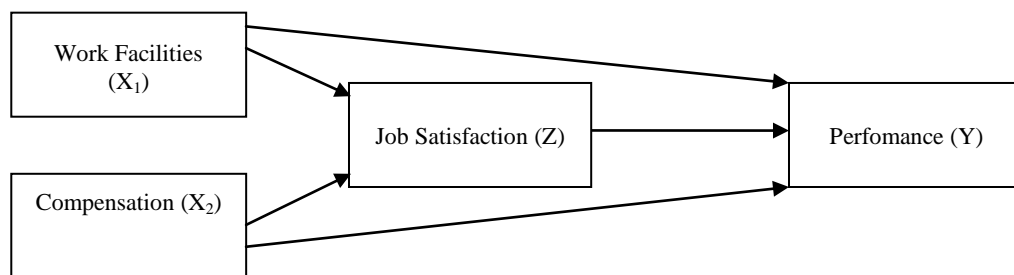


Figure 1. Hypothesis Development

Source: authors' own elaboration

Therefore, based on figure 1 above, the development of hypotheses in this article includes the following points:

#### Effect of Work Facilities on Job Satisfaction.

Work facilities cannot be ignored in carrying out work operations. Work facilities play a very important role so that organizational operations can be done better, more precisely, and faster. Moenir, (2014) states, Facilities as everything that is used, used, occupied, by employees both in direct relation to work and for the smooth running of work. Work facilities are very useful for the implementation of company or organization operations in achieving their goals. According to Djoyowirono in (Hasibuan, 2018) Work facilities can affect or improve work efficiency and effectiveness. This suggests that work facilities will largely determine the effectiveness and efficiency in achieving organizational goals.

#### Effect of Compensation on Job Satisfaction.

Compensation is something that employees receive in lieu of their service contributions to the company. Every employee in an organization has a desire to get compensation that matches their expectations. If these expectations are met, then the employee will always be enthusiastic at work. Handoko (2000) states that the personnel department designs and administers employee compensation. When the compensation provided is appropriate, employees are more satisfied and motivated to achieve organizational goals.

Effect of Work Facilities on Performance

According to Buchari in Haryana, et al (2014) is a provider of physical equipment to provide convenience to its users, so that the needs of users of these facilities can be met. Work facilities are the means provided by the company to support the company's tone in achieving the goals set by the control holder.

Effect of Compensation on Performance

Compensation in general can be interpreted as the recompense of services that the organization provides to employees for the results of work and contributions made by employees to the organization through the work they do. According to (Kasmir, 2016), Compensation is a recompense for services provided to employees, both financial and non-financial in nature.

Effect of Job Satisfaction on Performance

Job satisfaction is necessary to maintain the motivation of employees and be more committed to the company. This can be explained by the demands that the company makes against employees. The company asks employees to maximize their performance in achieving company goals. Similar to employees, reciprocity of their performance results is also the expectation of every employee.

Effect of Work Facilities on Performance through Job Satisfaction

According to Moekijat in Haryana, et al (2014) explained that a facility is a physical means that can process an input (input) to the desired output (output). According to Buchari in Haryana, et al (2014) is a provider of physical equipment to provide convenience to its users, so that the needs of users of these facilities can be met.

Effect of Compensation on Performance through Job Satisfaction

Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law, and in accordance with morals and ethics (Rachmawati, 2009).

Result (Table 1).

Table 1. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	46.260	10.894		4.246	0.000
	Work Facilities	0.119	0.185	0.115	4.105	0.017
	Organizational Compensation	0.105	0.167	0.188	4.625	0.035

Source: authors' own elaboration

Sub model T-test Results.

a. Dependent Variable: Job Satisfaction

In the table, a statistical test t is obtained, as follows:

1) Work Facility Variable (X<sub>1</sub>) with a probability level of 0.017. Thus it can be concluded  $P = 0.017 < \alpha = 0.05$ , accept the hypothesis that states work facilities have a significant effect on job satisfaction variables.

2) Compensation Variable (X<sub>2</sub>) with a probability level of 0.035. Thus it can be concluded  $P = 0.035 < \alpha = 0.05$ , then accept the hypothesis that states the compensation variable has a significant effect on the job satisfaction variable.

Thus can be compiled the path analysis equation as follows:

$$Z = 0.115 X_1 + 0.188 X_2$$

The analysis equation model means:

1) Work Facility Variable (X<sub>1</sub>) = 0.115 A positively marked work facility variable means that it has a unidirectional influence, which means that any addition or increase in the value of one unit score of the work facility variable will add a variable value of job satisfaction of 0.115 per one unit score.

2) Compensation variable (X<sub>2</sub>) = 0.188. A compensation variable marked positive means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the compensation variable will add a variable value of job satisfaction of 0.188 per one unit score.

Sub Model I Path Analysis.

Referring to the regression output of Sub Model I, it can be seen that the significance values of the two variables, namely Work Facility (X<sub>1</sub>) = 0.017 and Compensation (X<sub>2</sub>) = 0.035. These results provide conclusions

that the regression of Sub Model I, namely the Work Facility variable ( $X_1$ ) has a significant effect on Job Satisfaction ( $Z$ ), and the Compensation variable ( $X_2$ ) has a significant effect on Job Satisfaction ( $Z$ ). The magnitude of the R2 or R Square value in the Model Summary table is 0.211. This shows that the contribution or contribution of the influence of the variables Work Facility ( $X_1$ ) and Compensation ( $X_2$ ) on the variables Job Satisfaction ( $Z$ ) is 80%, while the remaining 20% is the contribution of other variables that were not included in the study. Meanwhile, the value of  $\epsilon_1$  can be searched by the formula  $\epsilon_1 = \sqrt{1-0.211} = 0.888$ . Thus obtained the path diagram of the structure model I as follows:

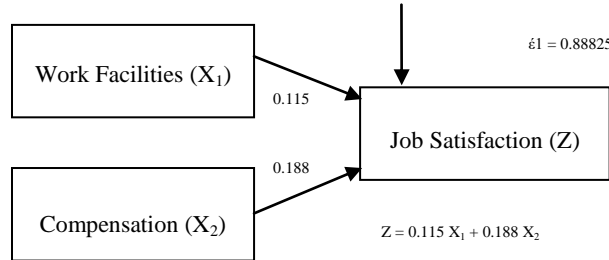


Figure 2. Path Analysis  
Source: authors' own elaboration

Sub Model II Test Results (Table 2).

Table 2. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	52.216	17.957	2.908	0.005	
	Work Facilities	0.242	0.261	0.127	1.924	0.000
	Compensation	0.411	0.237	0.239	1.730	0.000
	Job Satisfactoin	0.112	0.200	0.177	1.560	0.008

a. Dependent Variable: Performance  
Source: authors' own elaboration

On the table, a statistical test t is obtained, as follows:

- 1) Job Satisfaction Variable ( $Z$ ), with a probability level of 0.008. Thus it can be concluded  $P = 0.008 < \alpha = 0.05$ , then accept the hypothesis that states the variable job satisfaction has a significant effect on performance.
- 2) Work Facility Variable ( $X_1$ ), with a probability level of 0.000. Thus it can be inferred  $P = 0.000 < \alpha = 0.05$ , then accept the hypothesis that states the work facility variable has a significant effect on performance.
- 3) Compensation Variable ( $X_2$ ), with a probability level of 0.000. Thus it can be inferred  $P = 0.000 < \alpha = 0.05$ , then accept the hypothesis that states the compensation variable has a significant effect on performance.

Thus can be compiled the path analysis equation as follows:

$$Y = 0.127 X_1 + 0.239 X_2 + 0.177 Z$$

The analysis equation model means:

- 1) Work Facility Variable ( $X_1$ ) = 0.127. A work facility variable that is positively marked means that it has a unidirectional influence, which means that every addition or increase in the value of one unit score of the work facility variable will add a performance variable value of 0.127 per one unit score.
- 2) Compensation variable ( $X_2$ ) = 0.239. A compensation variable marked positive means that it has a unidirectional influence, which means that each addition or increase in the value of one unit score of the compensation variable will add a performance variable value of 0.239 per one unit score.
- 3) Variable Job satisfaction ( $Z$ ) = 0.177. A positively marked job satisfaction variable means that it has a unidirectional influence, which means that each addition or increase in the value of one unit of job satisfaction variable score will add a performance variable value of 0.177 per one unit score.

Sobel Test.

Mediation hypothesis testing can also be done with a procedure developed by Sobel and known as the sobel test.

The Sobel test is carried out by testing the strength of indirect influence X to Y through Z, as follows:

$$Z = \frac{ab}{\sqrt{b^2 SE_a^2 + a^2 SE_b^2}} \tag{1}$$

where a – regression coefficient of an independent variable to the mediation variable,  
b – regression coefficient of the mediation variable to the dependent variable,  
SE<sub>a</sub> – standard error of estimation of the influence of independent variables on mediation variables,  
SE<sub>b</sub> – standard error of estimation of the influence of mediation variables on dependent variables,  
The following are the results of the sobel test with variables of work facilities on performance through job satisfaction.

$$t = \frac{0.115 \times 0.177}{\sqrt{(0.177^2 \times 0.185^2) + (0.115^2 \times 0.200^2)}}$$

$$t = \frac{0.115 \times 0.177}{\sqrt{0.001072235 + 0.000529}}$$

$$t = \frac{0.020355}{0.001601235}$$

$$t = 12.712.$$

From the results of the calculation of the sobel test above, it got a t value of 12.712, so that a calculated t value of 12.712 > t table 4.447 was obtained, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of work facilities on performance.

The following are the results of the sobel test with variables of compensation for performance through job satisfaction.

$$t = \frac{0.188 \times 0.177}{\sqrt{(0.177^2 \times 0.167^2) + (0.188^2 \times 0.200^2)}}$$

$$t = \frac{0.188 \times 0.177}{\sqrt{0.0008737345 + 0.00141376}}$$

$$t = \frac{0.033276}{0.0022874945}$$

$$t = 14.546.$$

From the results of the calculation of the sobel test above getting a t value of 14.546, so that a calculated t value of 14.546 > t table 4.447 was obtained, it can be concluded that the job satisfaction variable is able to mediate the relationship of the effect of compensation on performance.

Sub Model II Path Analysis.

Referring to the Model II regression output in the table, it can be seen that the significance values of the three variables are: Work Facility (X<sub>1</sub>) = 0.000, Compensation (X<sub>2</sub>) = 0.000, Job Satisfaction (Z) = 0.008. These results provide conclusions that the regression of Sub Model II, namely the variables Work Facility (X<sub>1</sub>) and Job Satisfaction (Z) did not have a significant effect on Performance (Y). But the Compensation variable (X<sub>2</sub>) has a significant effect on Performance (Y). The amount of R<sup>2</sup> or R Square value contained in the Model Summary table is 0.292, this shows that the contribution or contribution of the effect of Work Facilities (X<sub>1</sub>), Compensation (X<sub>2</sub>) and Job Satisfaction (Z) on Performance (Y) is 58%, while the remaining 42% is a contribution from other variables that were not included in the study. Meanwhile, for the value of e<sub>2</sub> can be searched with the formula E<sub>2</sub> = 1 - R<sup>2</sup> = 1 - 0.292 = 0.708. Thus obtained the path diagram of the structure model II as follows:



Figure 3. Path Analysis  
Source: authors' own elaboration

The results of the analysis showed that the direct influence provided by the Work Facility ( $X_1$ ) on Performance (Y) was 0.127. Meanwhile, the indirect influence of Work Facilities ( $X_1$ ) on Performance (Y) through Job Satisfaction (Z), which is  $0.115 \times 0.239 = 0.037$ . Then the total effect given by the Work Facility variable ( $X_1$ ) on Performance (Y) is a direct influence coupled with an indirect influence, which is  $0.127 + 0.037 = 0.16$ . Based on the results of the calculations above, it can be seen that the value of direct influence is 0.127 and indirect influence is 0.037, which means that the value of direct influence is greater than the value of indirect influence. These results show that indirectly the variable Work Facility ( $X_1$ ) through Job Satisfaction (Z) has no significant effect on Performance (Y).

The results of the analysis showed that the direct effect given by Compensation ( $X_2$ ) on Performance (Y) was 0.239. Meanwhile, the indirect effect of Compensation ( $X_2$ ) on Performance (Y) through Job Satisfaction (Z), which is  $0.188 \times 0.177 = 0.033$ . Then the total effect that the Compensation variable ( $X_2$ ) gives to Performance (Y) is a direct influence coupled with an indirect influence, which is  $0.239 + 0.033 = 0.27$ . Based on the results of the calculations above, it can be seen that the direct influence value is 0.239 and the indirect influence is 0.033, which means that the direct influence value is greater than the indirect influence value. These results show that indirectly the variable Compensation ( $X_2$ ) through Job satisfaction (Z) has no significant effect on Performance (Y).

### Conclusions

1. Work facilities have a positive and significant effect on job satisfaction at the Secretariat of the DPRD, Labuhanbatu Regency. This means that this condition proves that work facilities can affect employee job satisfaction.

2. Compensation has a positive and significant effect on job satisfaction at the Secretariat of the DPRD of Labuhanbatu Regency. This means that this condition proves that compensation can affect employee job satisfaction.

3. Work facilities have a positive and significant effect on the performance of the DPRD Secretariat of Labuhanbatu Regency. This means that this condition proves that work facilities can improve performance.

4. Compensation has a positive and significant effect on the performance of the DPRD Secretariat of Labuhanbatu Regency. This means that this condition proves that compensation can improve employee performance.

5. Job satisfaction has a positive and significant effect on performance at the Secretariat of the DPRD of Labuhanbatu Regency. This means that this condition proves that employee job satisfaction can improve performance.

6. The effect of work facilities on the performance of employees of the DPRD Secretariat of Labuhanbatu Regency will be smaller if it is done through job satisfaction. The direct influence of work facilities on employee performance is greater than the indirect influence of work facilities on performance. It can be concluded that job satisfaction is not able to mediate the influence of work facilities on performance.

7. The effect of compensation on the performance of employees of the DPRD Secretariat of Labuhanbatu Regency will be smaller if it is done through job satisfaction. The direct effect of compensation on performance is greater than the indirect effect of compensation on performance. It can be concluded that job satisfaction is not able to mediate the effect of compensation on performance.

### Abstract

It is hoped that an organization or company will experience change, which will lead to progress and development for the better. Every company will try to improve and develop the organization by holding various activities to improve the performance of its employees. With these activities, it is hoped that the company will achieve organizational goals. Employees are the most important part in achieving organizational goals. This study aims to determine whether work facilities and compensation affect employee performance through job satisfaction as an intervening variable at the DPRD Secretariat of Labuhanbatu Regency.

The study was conducted on 53 employees using a saturated sampling technique. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data which was processed using the SPSS version 25 program, namely the t test, Sobel test and path analysis.

The results obtained in this study show 1) there is a significant effect between work facilities on job satisfaction, 2) there is a significant effect between compensation variables on job satisfaction, 3) there is a significant effect between work facilities variables on performance, 4) there is a significant effect between variables compensation on performance, 5) there is a significant influence between job satisfaction variables on performance, 6) job satisfaction variables cannot affect work facilities variables on performance, 7) job satisfaction variables cannot influence compensation variables on performance.

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