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The Role of Job Satisfaction in Mediating the Influence of Training, Compensation and Work Environment on Employee Performance at PT Pertamina Integrated Terminal Ampenan

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Abstract

This study aims to determine the influence of job satisfaction in mediating the influence of training, compensation, and work environment on employee performance at PT Pertamina Integrated Terminal Ampenan. This research design uses a quantitative approach with an explanatory type. The analysis tool in this study uses Partial Least Square (PLS). This study uses a saturated sample, meaning that researchers use the entire population as a sample, namely 70 employees of PT Pertamina Integrated Terminal Ampenan. In this study, direct and indirect effects are analyzed because it involves independent, dependent, and mediating variables. The level of significance of the relationship between variables is determined from the results of the t-statistic. Based on the results of the analysis and discussion, the following conclusions are obtained: 1) Training has a significant effect on performance; 2) Compensation has a significant effect on performance; 3) Work environment does not have a significant effect on performance; 4) Training has a significant effect on satisfaction; 5) Compensation has a significant effect on satisfaction; 6) Work environment has a significant effect on satisfaction; 7) Job satisfaction has a significant effect on performance; 8) Job satisfaction is able to mediate the effect of training on performance; 9) Job satisfaction mediates the effect of compensation on performance; 10) Job satisfaction mediates the effect of the work environment on performance.

Keywords: Job Satisfaction, Employee Performance, Compensation, Work Environment, and Training

INTRODUCTION

Business developments in the modern era, characterized by technological advancements, are driving accelerated growth in various aspects, including increased competition and innovation within the corporate environment (Tahir et al., 2023). This dynamic requires every company to optimally manage its human resources to enhance its potential as a strategic step in realizing the organization's vision and mission (Sitorus et al., 2023).

Human resources are a crucial element in a company's success, serving as planners, implementers, and controllers in every organizational activity. Employee performance is a key indicator for assessing the extent to which human resources are able to carry out their responsibilities effectively and efficiently. Optimal employee performance significantly contributes to a company's success and sustainability. (Kusuma et al., 2024) state that employees who have performance Good No only finish work according to target, but also provide impact positive to company in a way comprehensive.

One strategy that can be implemented is through job training. Training is a systematic process aimed at improving employee knowledge, skills, and attitudes so they can perform their tasks more effectively and efficiently (Setiawan et al., 2021). Several studies have shown that training has a significant effect on improving employee performance (Setiawan et al., 2021). Mahardika & Luturlean (2020), Ahmed, (2020) Yimam (2022) Jamilah et al. (2024). However, there are also different research results stating that training has no significant effect on performance (Pramono & Prahiawan (2021), Wahyuni et al., (2025). The ineffectiveness of training in improving employee performance can be caused by several factors, such as the mismatch of training materials with job requirements, less interesting or non-interactive training methods, and minimal evaluation and follow-up after training is conducted.

Compensation is a crucial factor in improving performance. Fair and competitive compensation creates a sense of appreciation and motivates employees to perform better. However, a mismatch between workload and compensation received can lead to dissatisfaction and lead to decreased performance. Research by Handoko et al. (2021) and Olivia et al. (2024) concluded that compensation has a positive effect on employee performance. However, differing results were found in research by Sriadmitum et al. (2023) and Rinny et al. (2022), which stated that compensation had no significant effect on performance.

The work environment plays a crucial role in shaping employee morale and productivity. A safe, comfortable, and supportive work environment fosters positive work atmosphere, preventing job dissatisfaction and improving employee performance. Research by Handoko et al. (2021) and Olivia et al. (2024) indicates that the work environment influences performance, while other studies by Sriadmitum et al. (2023) and Wahyuni et al. (2025) indicate that the work environment does not significantly influence employee performance.

Although training, compensation, and the work environment have been shown to influence employee performance, this influence is not always direct. In many cases, job satisfaction plays a crucial role as a mediating variable that bridges the relationship between these factors and performance. Job satisfaction reflects employees' positive feelings about their jobs, which arise when their expectations align with the reality of the work they face

(Sinambela, 2019:478). Satisfied employees tend to demonstrate loyalty, high work morale, and commitment to making their best contribution to the organization. Olivia et al. (2024) added that job satisfaction can increase if the compensation received is valuable, provided fairly, and transparently. Furthermore, the quality of the work environment also influences satisfaction levels; a conducive, safe, and comfortable work atmosphere will encourage feelings of happiness in the workplace.

Previous research by Rejeki & Widigdo (2021) and Rinaldi & Riyanto (2021) found that job satisfaction significantly influences employee performance. However, Sugiarti et al.'s (2021) study found conflicting results, showing that job satisfaction had no effect on employee performance. This indicates a research gap, which serves as an important basis for further study.

Several studies also show that job satisfaction can act as a mediator. Employees who receive training, adequate compensation, and a supportive work environment will experience higher job satisfaction, ultimately improving performance. Studies supporting this model include Rejeki & Widigdo (2021), Setiawan et al. (2021), and Sugiarti et al. (2021). Jamilah et al. (2024). However, different results were found in the research of Wahyuni et al., (2025) that the work environment and training did not have a significant effect on performance through job satisfaction.

Based on several previous studies that have been reviewed previously, it shows that the research objects used are still diverse in various fields, but there has not been much research found that specifically addresses topics related to human resource management, especially in the context of state-owned companies such as PT Pertamina. In carrying out its operational activities, PT Pertamina Integrated Terminal Ampenan strives to comply with applicable laws and regulations and improve performance through various certifications and awards obtained. The certifications and awards held by PT Pertamina Ampenan include:

Table 1 Certification and Award Data for PT Pertamina Integrated Terminal Ampenan

No.	Award
1	ISO 45001 Certification Period 2022-2025
2	ISO 9001 and 14001 certification
3	Green Proper 2021-2024
4	Bronze Winner of the Public Relations Indonesia Award in the "Community Based Development" category in 2024
5	The Promising Indonesia Green Award (IGA) category "Developing Biodiversity
6	Gold Minner BUMN Track TJSL & CSR Award 2024 "4 Star Social Pillars" 2024"
7	Platinum Winner Environmental and Social Innovation Award (ENSIA) 2024 in the Energy Efficiency Category
8	Silver Winner of the 2024 Indonesia DEI & ESG Award in the ESG Category, Social Sub-Category: Community Relations in 2024

Source: PT Pertamina Integrated Terminal Ampenan (2025)

Training held show that company has provide various development programs for employee as form investment to improvement quality source Power Human resources. The availability of ongoing

training programs reflects the company's commitment to creating a work environment that supports employee learning and growth. With structured training, employees are expected to be able to face work challenges more professionally and contribute optimally to achieving organizational goals. This training includes:

Table 2 Training Data Employee

No	Training Name	Date Implementation
1	HSSE Worker Technical Guidance at the Jatimbalinus Worksite	January 24, 2024
2	Consolidation ICT Services	February 5, 2024
3	Processing B3 waste	February 29, 2024
4	Current Oil Corporate	March 6, 2024
5	Authorized Gas Detector Training	April 23, 2024
6	Electrical Equipment in Hazardous Areas (OPITO)	May 2, 2024
7	PPC Fuel and Lubricants	May 15, 2024
8	Training ILO application	May 21, 2024
9	Flow Measurement	June 20, 2024
10	Flange Management	June 21, 2024
11	Product Knowledge and Handling Product Not Suitable	June 24, 2024
12	IHT and Loading Master Certification	August 6, 2024

Source: PT Pertamina Integrated Terminal Ampenan (2025)

The phenomenon of employee transfers at PT Pertamina Integrated Terminal Ampenan frequently raises complaints from union members, particularly regarding the sudden and unforeseen nature of the transfers. Furthermore, there are also complaints about compensation, which can impact employee job satisfaction. Sudden transfers also impact personal and family life and cause stress due to the demands of adapting to a new work environment. This condition is closely related to job satisfaction. If transfers are not managed properly, employee job satisfaction tends to decline and impact performance. Meanwhile, transfers that are implemented fairly and with attention to employee welfare can actually provide a means of career development while increasing job satisfaction and encouraging optimal performance.

As a major energy company, PT Pertamina Integrated Terminal Ampenan has a fairly complex work environment. The company's physical work environment largely meets safety and comfort standards, including adequate work facilities, adequate lighting, and ergonomic layout. However, some operational areas still face challenges, such as temperature, humidity, and noise from operational equipment.

Based on the research results described previously, several research gaps can be identified, including inconsistencies in research results and differences in the locations of the objects studied. Therefore, further research is needed to more specifically capture the phenomena occurring, particularly among employees within PT Pertamina Integrated Terminal Ampenan.

LITERATURE REVIEW

Training

Training is an important function for an organization to obtain skilled and knowledgeable employees for better performance (Ahmed, 2020). Training will provide opportunities for employees to gain better positions within the organization and achieve a better career life. Training is a systematic and planned process to improve employee knowledge, skills, and attitudes so that they are able to carry out tasks effectively and efficiently according to organizational needs (Wijaya, 2023). In the modern business context, training is an important investment for companies because it can increase productivity, reduce work errors, and encourage innovation and organizational competitiveness.

Compensation

Compensation is a form of reward or appreciation given to someone for the implementation and completion of tasks assigned to them, or for meeting predetermined standards or targets (Aswaruddin, 2023). Compensation is an award or reward given to employees for work that has been completed, which aims to motivate them to improve their performance optimally (Nugraha et al., 2021). Compensation includes not only salary or wages, but also bonuses, allowances, facilities, and forms of non-financial rewards that can increase employee motivation and job satisfaction.

Work environment

The work environment is all the facilities and physical conditions surrounding employees when carrying out their duties, which can affect the work implementation process (Muhammad Basri et al., 2024). The work environment is all physical, psychological, and work rules aspects that play a role in influencing the level of job satisfaction and employee productivity achievement (Alpin et al., 2023). The work environment includes physical aspects such as buildings, facilities, lighting, ventilation, cleanliness, and adequate work tools, and non-physical aspects such as relationships between employees, organizational culture, sense of security, and social support in the workplace.

Job satisfaction

Job satisfaction is an individual's perception or assessment of the extent to which they feel happy and comfortable in carrying out their work (Djuli et al., 2023). This condition reflects a person's level of satisfaction with various aspects of the job such as tasks, work environment, compensation, and relationships with coworkers. Job satisfaction plays a significant role in influencing employee motivation, performance, and the level of employee sustainability within an organization, as satisfied employees tend to be more productive and loyal to the company (Afriany & et al., 2023). Thus, increasing job satisfaction is a crucial strategy for organizations to achieve optimal performance and retain quality human resources.

Employee performance

Employee performance is the level of achievement of responsibilities and tasks assigned to employees, measured by the quantity and quality of work results within a specific timeframe (Afriany & et al., 2023). This performance reflects the work results achieved by an employee in carrying out tasks according to standards set by the organization (Mardianti, 2021).

Research Hypothesis Development

Training is an activity designed to improve understanding and technical skills to support improved employee performance.

According to previous research by Setiawan et al . (2021), Mahardika & Lutrlean (2020) , Ahmed, (2020) Yimam (2022) Jamilah et al . (2024) showed that training influences employee performance. Based on previous theory and research, the following hypothesis is proposed:

H1: Training has a significant effect on employee performance.

Compensation is an award or reward given to employees for work completed, aimed at motivating them to optimally improve their performance (Nugraha et al., 2021). Previous research by Handoko et al . (2021) and Olivia et al . (2024) shows that compensation influences employee performance. Based on previous theory and research, the following hypothesis is presented:

H2: Compensation has a significant effect on employee performance.

According to Basri et al ., (2024) , the work environment is all the facilities and physical conditions surrounding employees while carrying out their duties, which can influence the work process. The work environment is all physical, psychological, and work rules aspects that play a role in influencing the level of job satisfaction and employee productivity (Alpin et al., 2023). According to previous research by Handoko et al ., (2021) , Olivia et al . (2024) showed that the work environment influences employee performance. Based on previous theories and research, the following hypothesis is given:

H3: Work Environment has a significant influence on Employee Performance

Training is a crucial factor in human resource development, not only improving skills and competencies but also potentially influencing employee job satisfaction. Previous research by Setiawan et al . (2021) and Jamilah et al . (2024) showed that training influences job satisfaction. Based on previous theory, research, and these assumptions, the following hypothesis is proposed:

H4: Training has a significant effect on employee job satisfaction.

Compensation is a form of reward given by an organization to employees in return for their contributions and performance. Previous research by Olivia et al . (2024) showed that compensation influences job satisfaction. Based on previous theory, research, and these assumptions, the following hypothesis is proposed:

H5: Compensation has a significant effect on Employee Performance

The work environment is the overall conditions in the workplace, encompassing both physical and non-physical aspects that can impact employee comfort and productivity. Previous research by Handoko et al . (2021) showed that compensation influences job satisfaction. Based on previous theory, research, and these assumptions, the following hypothesis is proposed:

H6: Work Environment has a significant influence on Employee Performance

Job satisfaction is a positive emotional state resulting from an individual's assessment of their work. Previous research by Handoko et al . (2021), Setiawan et al . (2021), Jamilah et al . (2024), Olivia et al . (2024), and Wahyuni et al . (2025) shows that compensation influences job satisfaction. Based on previous theory and research, the following hypothesis is presented:

H7: Job Satisfaction has a significant effect on Employee Performance

Training is a structured process aimed at improving employee knowledge, skills, and attitudes so they can work more effectively according to organizational needs. According to previous research by Setiawan et al . (2021), Jamilah et al . (2024) found that training mediates the effect of training on employee performance. Based on previous theory and research, the following hypothesis is presented:

H8: Job Satisfaction significantly mediates the effect of Training on Employee Performance

Compensation is a crucial element in human resource management, reflecting the company's appreciation for employee contributions. According to previous research by Olivia et al . (2024), Handoko et al ., (2021) showed that job satisfaction mediates the effect of compensation on employee performance. Based on previous theory and research, the following hypothesis is proposed:

H9: Job Satisfaction significantly mediates the effect of Compensation on Employee Performance

The work environment is a crucial element influencing employee comfort, enthusiasm, and productivity. Previous research by Handoko et al . (2021) showed that the work environment mediates the effect of compensation on employee performance. Based on previous theory and research, the following hypothesis is presented:

H10: Job Satisfaction significantly mediates the influence of Work Environment on Employee Performance

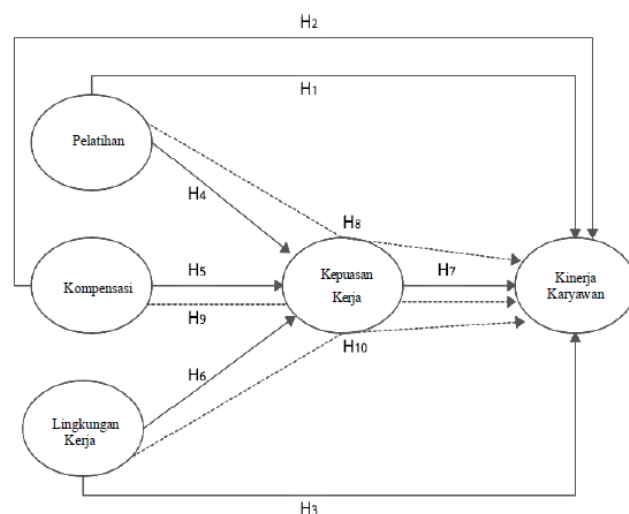


Figure 1. Conceptual Framework of the Research

METHODOLOGY

The research design in this study uses a quantitative approach with an explanatory type . research) to explain the causal relationship and interrelationship of research variables which include the influence of training, compensation, and work environment on employee performance through employee job satisfaction at PT Pertamina Integrated Terminal Ampenan . The analysis tool in this study uses Partial Least Square (PLS) use know influence training, compensation, and work environment to performance with job satisfaction as a mediating variable.

The population in this study was all 70 employees of PT Pertamina Integrated Terminal Ampenan . The following is the distribution of

the employee population at PT Pertamina Integrated Terminal Ampenan by position:

Table 3. Employee Data of PT Pertamina Integrated Terminal Ampenan

No	Position	Amount
1	Managerial	1
2	Supervisor	12
3	Technical operator	15
4	Administration	10
5	Security	14
6	Cleaning Service	8
7	Driver	8
8	Health	2
Total Employees		70

This research uses saturated sample, meaning the researcher used the entire population as a sample, namely 70 employees of PT Pertamina Integrated Terminal Ampenan .

Based on its nature, data is divided into two types: qualitative and quantitative. This study uses qualitative data that is converted into quantitative data. Statements in the questionnaire are converted into numbers using a Likert scale. This scale is used to assess the attitudes, opinions, and perceptions of individuals or groups towards a particular phenomenon (Sugiyono, 2019:93). The data source in this study is primary data, with data obtained directly by the researcher from the results of direct answers from respondents. With a series of questionnaires using Google Forms, this tool will help in terms of time and budget efficiency.

Partial Least Square (PLS) data analysis, known as the second generation of multivariate analysis (Ghozali & Latan, 2014). Structural model evaluation was conducted by analyzing the path parameter coefficient values that describe the relationship between latent variables. The purpose of this evaluation was to understand the relationship between latent variables that had been designed in the study. Structural model testing was conducted using the bootstrapping technique in Smart PLS to test the significance between constructs. The hypothesis was considered accepted if the p-value was less than 0.05, corresponding to a significance level (alpha) of 5%. In this study, direct and indirect effects were analyzed because it involved independent, dependent, and mediating variables. The level of significance of the relationship between variables was determined from the t-statistic results. If the t-statistic value > 1.967 (referring to the t-table value with a significance level of 5%), then the relationship was declared significant. Furthermore, if the p-value of each variable was less than 0.05, then H0 was rejected, indicating a significant effect.

RESULTS AND DISCUSSION

Overview of Research Object

The object of this research is PT Pertamina Integrated Terminal Ampenan , which is one of the operating units of Subholding Commercial & Trading of PT Pertamina (Persero). PT Pertamina Integrated Terminal Ampenan is located at Jalan Yos Sudarso No. 1, Ampenan, Mataram City, West Nusa Tenggara Province. As part of the State-Owned Enterprise (BUMN) in the energy sector,

Pertamina Integrated Terminal Ampenan has a strategic role in ensuring the smooth distribution and storage of fuel oil (BBM) and other energy products in the eastern part of Indonesia, especially in West Nusa Tenggara Province.

Based on this background, this study was conducted to analyze the influence of training, compensation, and work environment on employee performance, with job satisfaction as a mediating variable. The study was conducted for one week, from September 22 to September 26, 2025, involving the entire employee population of 70 as respondents using a saturated sampling method. Data collection was conducted using an online questionnaire (Google Form) distributed to all employees of PT Pertamina Integrated Terminal Ampenan.

Data Analysis Results

The model evaluation process in PLS is carried out through two main stages, namely outer model testing and inner model testing.

- a. Outer Model Evaluation or Measurement Model
 1. Convergent Validity

Convergent validity test done with see outer model value or loading factor. A indicator variables considered own good convergent validity If outer loading value is greater from 0.70. The results are as follows:

Table 4. Convergent Validity Test Results

Variables	Indicator	Outer Loading	Information
Training	X1.1	0.828	Valid
	X1.2	0.869	Valid
	X1.3	0.824	Valid
	X1.4	0.739	Valid
	X1.5	0.801	Valid
	X1.6	0.726	Valid
Compensation	X2.1	0.838	Valid
	X2.2	0.872	Valid
	X2.3	0.901	Valid
	X2.4	0.891	Valid
	X2.5	0.836	Valid
Environment Work	X3.1	0.880	Valid
	X3.2	0.844	Valid
	X3.3	0.841	Valid
	X3.4	0.746	Valid
Satisfaction Work	Z.1	0.922	Valid
	Z.2	0.869	Valid
	Z.3	0.885	Valid
Employee performance	Y.1	0.899	Valid
	Y.2	0.878	Valid
	Y.3	0.922	Valid

	Y.4	0.898	Valid
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Based on Table 4, all indicators for each variable have a loading factor above 0.7, indicating validity. Furthermore, convergent validity can also be seen in the AVE value, which is required to be above 0.5.

Table 5 Average Variance Extracted (AVE) Value

Variables	AVE	Information
Satisfaction Work	0.796	Valid
Employee performance	0.809	Valid
Compensation	0.754	Valid
Environment Work	0.687	Valid

2. Discriminant Validity

Discriminant validity is used to ensure that respondents are able to distinguish one latent variable from another. The results are as follows:

Table 6. Fornell-Larcker Criterion Values

	KK	Kin	Com	LK	P
KK	0.892				
Kin	0.885	0.899			
Com	0.746	0.782	0.868		
LK	0.691	0.747	0.597	0.829	
P	0.705	0.824	0.574	0.664	0.799

Based on the data in the table above, the Fornell-Larcker Criterion value for each variable is higher than the value for the other variables. In addition, discriminant validity is also measured through mark Cross Loading, namely:

Table 7. Cross Loading Results

	KK	Kin	Com	LK	P
X1.1	0.605	0.724	0.477	0.519	0.828
X1.2	0.561	0.651	0.359	0.601	0.869
X1.3	0.650	0.705	0.494	0.595	0.824
X1.4	0.484	0.583	0.439	0.475	0.739
X1.5	0.563	0.665	0.471	0.520	0.801
X1.6	0.495	0.608	0.512	0.461	0.726
X2.1	0.670	0.637	0.838	0.508	0.486
X2.2	0.612	0.669	0.872	0.514	0.497
X2.3	0.640	0.668	0.901	0.493	0.498
X2.4	0.697	0.728	0.891	0.564	0.510
X2.5	0.615	0.687	0.836	0.507	0.498

X3.1	0.603	0.658	0.528	0.880	0.567
X3.2	0.625	0.617	0.442	0.844	0.537
X3.3	0.575	0.675	0.567	0.841	0.573
X3.4	0.476	0.513	0.437	0.746	0.528
Y.1	0.798	0.899	0.709	0.627	0.788
Y.2	0.768	0.878	0.702	0.681	0.703
Y.3	0.828	0.922	0.669	0.714	0.743
Y.4	0.788	0.898	0.733	0.665	0.729
Z.1	0.922	0.798	0.694	0.591	0.642
Z.2	0.869	0.762	0.688	0.605	0.557
Z.3	0.885	0.808	0.617	0.653	0.685

Based on the table, all items are proven valid and can be used to measure the variables studied. This validity is demonstrated by the cross-loading value for each item, which is higher than the value for the other items in the other variables.

3. Reliability Test

Composite Reliability used for test to what extent the whole indicator in every variable has fulfil standard reliability. A variable it is said reliable if mark Composite Reliability more from 0.70.

Table 8. Composite Reliability

	Composite Reliability	Information
Training	0.914	Reliable
Compensation	0.939	Reliable
Environment Work	0.898	Reliable
Employee performance	0.944	Reliable
Satisfaction Work	0.921	Reliable

Based on the data in Table 8, the value of each variable has a Composite Reliability value > 0.70, which indicates that the five variables are said to be reliable.

4. Cronbach's Alpha

Testing reliability through Composite Reliability value can strengthened with looking at Cronbach's Alpha. A construct considered own good reliability if Cronbach's Alpha value exceeds 0.6.

Table 9. Cronbach's Alpha value

	Cronbach's Alpha	Information
Training	0.886	Reliable
Compensation	0.918	Reliable
Environment Work	0.848	Reliable
Employee performance	0.921	Reliable

Satisfaction Work	0.872	Reliable
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Based on the data in Table 9, all variables own Cronbach's Alpha value is higher big from 0.60, research This has fulfil criteria reliable.

a. Inner Model Evaluation

Evaluation of this model done use Coefficient of Determination (R²), Predictive Relevance (Q²), Goodness of Fit, and Hypothesis Testing (Direct Effect and Indirect Effect), as follows This is SEM-PLS model scheme obtained:

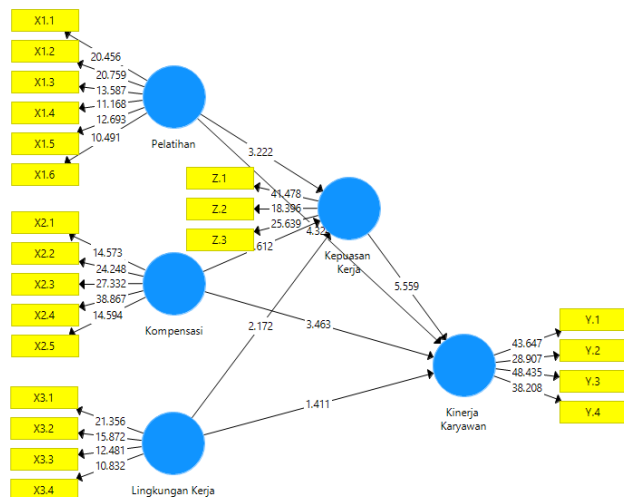


Figure 2. Inner Model Evaluation

1. Coefficient of Determination (R²)

The Coefficient of Determination is used to determine the extent to which endogenous variables are influenced by exogenous variables. Based on the results of data analysis, the Coefficient of Determination (R²) value is obtained as shown in the following table.

Table 10. Coefficient of Determination (R²) Value

Variables	R Square	Information
Satisfaction Work	0.697	Strong
Employee performance	0.892	Strong

Based on table 10 is known that mark R square has a value of ≥ 0.67 , so that variables exogenous influential substantial against each endogenous variable of 0.697 (69.7%) against variables Satisfaction Work (Z) and amounted to 0.892 (89.2%) against variables performance employee (Y).

2. Predictive Relevance (Q²)

The Predictive Relevance (Q²) test works for evaluate model capabilities in produce mark accurate observation. Calculation Q-Square value is performed using the Stone-Geisser Q Square Test as explained by Ghozali (2014).

$$Q \text{ Square} = 1 - [(1 - R^2_1) \times (1 - R^2_2)]$$

$$= 1 - [(1 - 0.697) \times (1 - 0.892)] = 0.967$$

Based on the calculation results above, the Q-Square value obtained is 0.967 or 96.7%. This indicates the magnitude of the influence of the independent variables in the model is 96.7% while

the remaining 0.03% is explained by other factors outside the research. Thus, from these results, this research model can be stated to have good Predictive Relevance.

3. Goodness of Fit (GoF)

The calculation of the Goodness of Fit Index is obtained from the calculation of the average Communality multiplied by the average R² namely:

Table 11. Calculation Results Goodness of Fit (GoF)

	Communality	R ²
Satisfaction Work	0.522	0.697
Employee performance	0.685	0.892
Average	0.603	0.794

$$GoF = \sqrt{\text{Communality} \times R^2}$$

$$GoF = \sqrt{0.603 \times 0.794}$$

$$GoF = \sqrt{0.478} = 0.691$$

Based on results calculation, it is known that mark Goodness of Fit (GoF) more big of 0.36, which includes in category high. This indicates that both the measurement model and the structural model in this study have met the model feasibility criteria (Fit).

Hypothesis Testing

a. Direct Influence Testing

Table 12. Test Results Direct

Path Coefficient	H	t-stat	p-value	Information
Training -> Employee Performance	H1	4,324	0,000	Influential Significant
Compensation -> Employee Performance	H2	3,463	0.001	Influential Significant
Environment Work -> Employee Performance	H3	1,411	0.159	No effect Significant
Training -> Satisfaction Work	H4	3,222	0.001	Influential Significant
Compensation -> Satisfaction Work	H5	5,612	0,000	Influential Significant
Environment Work -> Satisfaction Work	H6	2,172	0.030	Influential Significant
Satisfaction Work -> Employee Performance	H7	5,559	0,000	Influential Significant

Based on the results of the direct influence test table between variables, it is explained as follows:

1. The effect of training on employee performance has a p-value of 0.000 and a t-statistic of 4.324. This means that training has a significant effect on employee performance, so H1 is accepted.

2. The effect of compensation on employee performance has a p-value of 0.001 and a t-statistic of 3.463. This means that compensation has a significant effect on performance, so H2 is accepted.
3. The influence of the work environment on employee performance has a p-value of 0.159 and a t-statistic of 1.411. This means that compensation does not have a significant effect on employee performance, so H3 is rejected.
4. The effect of training on job satisfaction has a p-value of 0.001 and a t-statistic of 3.222. This means that training has a significant effect on job satisfaction, so H4 is accepted.
5. The effect of compensation on job satisfaction has a p-value of 0.000 and a t-statistic of 5.612. This means that compensation has a significant effect on job satisfaction, so H5 is accepted.
6. The influence of the work environment on job satisfaction has a p-value of 0.030 and a t-statistic of 2.172. This means that the work environment has a significant influence on job satisfaction, so H6 is accepted.
7. The effect of Job Satisfaction on Employee Performance has a p-value of 0.000 and a t-statistic of 5.559. This means that the Work Environment has a significant effect on Job Satisfaction, so H7 is accepted.

b. Indirect Influence

Testing for indirect effects can be seen from the indirect effect bootstrapping technique. The results of the indirect effects can be seen in the following table:

Table 13. Indirect Test Results

Path Coefficient	H	t-stat	p-value	Information
Training -> Job Satisfaction -> Employee Performance	H8	2,787	0.006	Influential Significant
Compensation -> Job Satisfaction -> Employee Performance	H9	3,705	0,000	Influential Significant
Work Environment -> Job Satisfaction -> Employee Performance	H10	2,079	0.038	Influential Significant

Based on the results of the direct influence test table between variables, it is explained as follows:

1. The Influence of Training on Employee Performance through Job Satisfaction, that Job Satisfaction has an influence in mediating Training on Employee Performance, so that H8 is accepted.
2. The Influence of Compensation on Performance through Job Satisfaction, that Job Satisfaction has an influence in mediating Compensation on Performance, so that H9 is accepted.
3. The Influence of Work Environment on Employee Performance through Job Satisfaction, that Job

Satisfaction has an influence in mediating the Work Environment on Employee Performance, so that H10 is accepted.

Discussion of Research Results

1. The Influence of Training on Employee Performance

Based on the results of research on the effect of training on employee performance, it is known that training has a positive and significant impact on employee performance. This indicates that the better the implementation of the training program at PT Pertamina Integrated Terminal Ampenan, the higher the level of performance produced by employees. This finding is in line with research conducted by Setiawan et al. (2021), Mahardika & Luturlean (2020), Ahmed (2020), Yimam (2022), and Jamilah et al. (2024) which states that training plays a crucial role in improving employee skills, knowledge, and work attitudes towards increasing productivity and individual performance.

Overall, the results of this study reinforce the view that training is a fundamental factor in improving employee performance. Comprehensively designed training tailored to a company's operational needs not only improves individual skills but also strengthens employee loyalty and commitment to the organization. Therefore, effective training is a crucial strategy for PT Pertamina Integrated Terminal Ampenan in achieving competitive advantage and sustainable company performance.

2. The Effect of Compensation on Employee Performance

Based on research findings on the effect of compensation on employee performance, it is known that compensation significantly impacts employee performance at PT Pertamina Integrated Terminal Ampenan. This indicates that the better the compensation system implemented by the company, the higher the level of employee performance. These results are consistent with research conducted by Handoko et al. (2021) and Olivia et al. (2024), which states that compensation is a crucial factor in motivating employees to work optimally, increasing productivity, and strengthening loyalty to the organization.

Overall, the results of this study reinforce the view that compensation is a strategic instrument for improving employee performance. Fair, transparent, and performance-based compensation is not only a reward tool but also a form of recognition for employees' contributions to the company. Therefore, implementing an effective compensation system can foster a competitive, productive, and harmonious work environment, ultimately contributing to improved overall organizational performance.

3. The Influence of the Work Environment on Employee Performance

Based on the research results, it was found that the work environment did not significantly influence employee performance at PT Pertamina Integrated Terminal Ampenan. Therefore, the third hypothesis (H3), which states that the work environment significantly influences employee performance, was rejected. This finding differs from several previous studies, such as Yamin (2021), Arifin and Nugroho (2022), and Fauziah et al. (2023), which found that a conducive work environment can improve employee performance. Although the work environment at PT Pertamina Integrated Terminal Ampenan is considered good, this factor is not yet a primary determinant of work performance.

Overall, the results of this study confirm that the work environment at PT Pertamina Integrated Terminal Ampenan is not a dominant factor in improving employee performance. Employees tend to believe that quality training, adequate compensation, and job satisfaction play a greater role in determining their productivity levels. Therefore, the company needs to focus its efforts on improving performance through ongoing training programs, providing performance-based incentives, and strengthening reward systems that directly motivate employees.

4. The Effect of Training on Job Satisfaction

Based on the research results, it was found that job satisfaction has a positive and significant effect on employee performance at PT Pertamina Integrated Terminal Ampenan. This indicates that the higher the level of job satisfaction experienced by employees, the higher their performance in carrying out their duties and responsibilities. These results support research conducted by Handoko et al . (2021), Syahrul and Rini (2022), and Nurhayati (2024) that job satisfaction plays a significant role in increasing employee morale, loyalty, and productivity.

Overall, the results of this study confirm that job satisfaction is a key factor in improving employee performance at PT Pertamina Integrated Terminal Ampenan. When employees are satisfied with the working conditions and systems implemented by the company, they will demonstrate better performance, high loyalty, and commitment to achieving organizational goals. Therefore, management needs to continuously maintain and improve job satisfaction levels through fair policies, open communication, and balanced appreciation for achievement and responsibility. This will create a productive, harmonious, and performance-oriented work environment.

5. The Effect of Compensation on Job Satisfaction

Based on the research results, it was found that compensation significantly influences employee job satisfaction at PT Pertamina Integrated Terminal Ampenan. This indicates that the better the compensation system, the higher the level of job satisfaction experienced by employees. These results align with research conducted by Handoko et al . (2021), Olivia et al . (2024), and Nurhayati (2024), which states that compensation is one of the main factors influencing job satisfaction.

Thus, the results of this study confirm that fair, transparent, and performance-based compensation is a crucial factor in improving employee job satisfaction at PT Pertamina Integrated Terminal Ampenan. Therefore, management needs to maintain a competitive compensation system, provide proportional rewards based on performance, and prioritize the welfare of all employees without discrimination. These efforts will not only increase job satisfaction but also strengthen employee loyalty and commitment to supporting the achievement of company goals.

6. The Influence of Work Environment on Job Satisfaction

Based on the research results, it was found that the work environment has a positive and significant effect on employee job satisfaction at PT Pertamina Integrated Terminal Ampenan. This indicates that the better the work environment perceived by employees, the higher their level of job satisfaction. These research findings align with the findings of Yamin (2021), Arifin and Nugroho (2022), and Fauziah et al. (2023), who stated that a comfortable, safe, and supportive work environment can create job satisfaction.

Overall, the results of this study confirm that a good and conducive work environment is a crucial factor in increasing employee job satisfaction at PT Pertamina Integrated Terminal Ampenan. A safe, comfortable, and harmonious work environment can foster a sense of belonging, loyalty, and high work morale. Therefore, companies need to maintain and improve the quality of the work environment, both physically and non-physically, to ensure continued employee job satisfaction and contribute to optimally achieving organizational goals.

7. The Influence of Job Satisfaction on Employee Performance

Based on the research results, it was found that job satisfaction significantly influences employee performance at PT Pertamina Integrated Terminal Ampenan. This indicates that the higher the level of job satisfaction experienced by employees, the better their performance in carrying out their duties and responsibilities. These research findings align with findings from Handoko et al. (2021), Syahrul and Rini (2022), and Nurhayati (2024), which indicate that job satisfaction is closely related to increased employee motivation, productivity, and loyalty to the organization.

Overall, the results of this study confirm that job satisfaction plays a significant role in improving employee performance at PT Pertamina Integrated Terminal Ampenan. Satisfied employees will work harder, with greater responsibility, and with a focus on achieving optimal results. Therefore, companies need to continuously maintain and improve job satisfaction levels through fair policies, adequate compensation, open career development opportunities, and the creation of a supportive work environment. Therefore, high job satisfaction will positively impact both individual and overall organizational performance.

8. The Influence of Training on Employee Performance through Job Satisfaction

Based on research on the effect of training on employee performance, mediated by job satisfaction, it was found that job satisfaction plays a significant role in bridging the relationship between training implementation and improved employee performance. This suggests that while effective training can directly improve employee performance, its impact is more optimal if employees also feel satisfied with their work.

Thus, it can be concluded that job satisfaction plays a significant role in strengthening the relationship between training and employee performance at PT Pertamina Integrated Terminal Ampenan. While training can directly improve work skills, its effects are more optimal when employees feel satisfied with their work. Therefore, companies need to ensure that each training program focuses not only on improving technical skills but also fosters a sense of satisfaction within employees.

9. The Influence of Compensation on Employee Performance through Job Satisfaction

Based on research on the effect of compensation on employee performance, mediated by job satisfaction, it was found that job satisfaction plays a significant role in bridging the relationship between compensation and improved employee performance. This suggests that while good compensation can directly improve performance, its impact will be more optimal if employees are also satisfied with the compensation and work environment they receive.

Thus, it can be concluded that job satisfaction acts as a mediating variable that strengthens the relationship between compensation

and employee performance at PT Pertamina Integrated Terminal Ampenan. Compensation that is managed fairly, transparently, and proportionally can create high job satisfaction, which in turn encourages improved employee performance. Therefore, companies need to maintain performance-based compensation policies, improve employee welfare, and prioritize fairness and equality across job positions.

10. The Influence of the Work Environment on Employee Performance through Job Satisfaction

Based on research on the influence of the work environment on employee performance, mediated by job satisfaction, it was found that job satisfaction plays a significant role in bridging the relationship between the work environment and improved employee performance. This suggests that while a positive work environment can directly impact performance, its impact is most optimal when employees are satisfied with their working conditions.

These findings indicate that company-implemented training has significantly impacted employee performance without the need for psychological factors like job satisfaction to mediate. Effective training can improve employees' technical abilities, knowledge, and skills in carrying out their work, thereby directly driving increased productivity and work effectiveness. In other words, the better the quality and relevance of the training provided, the greater the employee's ability to achieve the company's established work targets.

Theoretically, the results of this study reinforce Sinambela's (2019) view that job satisfaction is a form of positive employee feelings toward their work when their expectations align with perceived reality. Furthermore, these results align with research by Rejeki & Widigdo (2021) and Rinaldi & Riyanto (2021), which states that job satisfaction significantly influences performance and can act as a mediator in the relationship between HR variables. Thus, the role of job satisfaction in this study is central and strategic. It is a key factor that strengthens the impact of training, compensation, and the work environment on performance. Employees who receive appropriate training, fair compensation, and a conducive work environment will experience higher satisfaction, which ultimately drives sustainable performance improvement at PT Pertamina Integrated Terminal Ampenan.

CONCLUSION

Job satisfaction serves as a mediating variable in the relationship between training, compensation, and the work environment on employee performance. Job satisfaction reflects the extent to which employees are satisfied with aspects of their jobs, such as responsibility, working conditions, rewards, and self-development. Employees who receive appropriate training, receive fair compensation, and work in a conducive environment will experience higher levels of job satisfaction. Thus, job satisfaction can improve overall employee performance by encouraging motivation, loyalty, and responsibility in carrying out tasks.

Based on the results of the analysis and discussion of the role of job satisfaction in mediating the influence of training, compensation, and work environment on employee performance at PT Pertamina Integrated Terminal Ampenan, the following conclusions were obtained: 1) Training has a significant effect on employee performance; 2) Compensation has a significant effect on employee performance; 3) The work environment does not have a significant effect on employee performance; 4) Training has a

significant effect on job satisfaction; 5) Compensation has a significant effect on job satisfaction; 6) The work environment has a significant effect on job satisfaction; 7) Job satisfaction has a significant effect on employee performance; 8) Job satisfaction is able to mediate the effect of training on employee performance; 9) Job satisfaction is able to mediate the effect of compensation on employee performance; 10) Job satisfaction is able to mediate the effect of the work environment on employee performance.

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