

# The Influence of Compensation and Work Facilities on Employee Performance and Work spirit as a Mediating Variable at PT Agro Sarimas Indonesia

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## ABSTRACT

This research was conducted at PT Agro Sarimas Indonesia. Employee performance here is still suboptimal, as evidenced by the volume of palm oil harvests. Factors that can influence employee performance include compensation, work facilities, and work spirit, which can also influence it. The purpose of this study was to determine the effect of compensation and work facilities on employee performance, mediated by work spirit, at PT Agro Sarimas Indonesia. This study used a quantitative method, describing the effects of compensation and work facilities on employee performance, with work spirit mediating them. The population at PT Agro Sarimas Indonesia consisted of 80 employees, using a census sample, where the entire population was sampled. The analysis used Peth Analysis or path analysis using SPSS Version 26. The results showed that compensation had no direct effect on employee performance, and work facilities did. Furthermore, work spirit indirectly mediated compensation, with no effect on employee performance. Likewise, work enthusiasm mediating work facilities also has no effect on employee performance at PT Agro Sarimas Indonesia.

## INTRODUCTION

In increasingly competitive business environments, employee performance is a key factor in a company's success. PT Agro Sarimas Indonesia, an agricultural company focused on palm oil production, relies heavily on workforce productivity to achieve production targets and operational efficiency. Employee performance is influenced by various internal factors, such as compensation (salary, bonuses, and benefits) and work facilities (equipment, work environment, and logistical support). However, the direct relationship between these factors and performance is often non-linear, as mediating variables such as work motivation (or morale) can strengthen or weaken their impact.

Employee performance is a key element in organizational success, as it directly contributes to a company's productivity, efficiency, and competitiveness. In an increasingly competitive global economy, organizations across various sectors, including agriculture, face the challenge of improving human resource performance as a strategic asset. Factors such as compensation and benefits are often identified as key drivers of employee motivation and productivity, but their influence is not always direct. Morale, a psychological variable reflecting an individual's intrinsic motivation and dedication, can act as a mediator in this relationship, facilitating how compensation and benefits generate optimal performance outcomes.

More specifically, compensation refers to the financial and non-financial rewards provided to employees in exchange for their contributions, while work facilities encompass the physical environment and support that enable employees to work effectively. Previous research indicates that both factors are positively correlated with employee performance, but the mediating mechanism of morale—which involves emotional and motivational aspects—has not been fully explored in the context of the agricultural industry. The agricultural industry, represented by palm oil plantation companies, faces unique dynamics such as dependence on seasonal factors, environmental risks, and intensive labor requirements, making morale a crucial factor in maintaining employee performance.

Morale plays a mediating role because employees who receive adequate compensation and good work facilities tend to be highly motivated, which in turn improves performance. In the context of an agricultural company like PT Agro Sarimas Indonesia, where work involves heavy physical activity and environmental risks, morale is crucial for preventing burnout and increasing employee retention. Previous research, such as that conducted by Herzberg (1959) in his two-factor theory, suggests that compensation and work facilities are hygiene factors that prevent dissatisfaction, while morale is related to intrinsic motivation. However, in Indonesia, particularly in the agricultural sector, empirical research on the mediating role of work spirit is still limited, thus requiring further exploration to understand these dynamics in specific companies such as PT Agro Sarimas Indonesia.

This research focuses on PT Agro Sarimas Indonesia, a palm oil plantation company operating along the Rengat-Tembilahan Highway, specifically in Bayas Jaya Village, Kempas District, Indragiri Hilir Regency, Riau Province. Employee performance is crucial to supporting daily operations and long-term sustainability goals. By examining work spirit as a mediator, this study aims to uncover how compensation and work benefits influence employee performance through this psychological pathway, thereby providing practical insights for company management in designing more effective human resource strategies.

Companies need employee performance. The higher the performance, the faster the company achieves its goals. In reality, employee performance has not yet met expectations, as production volumes fluctuate and targets are not met.

Table 1. Total palm oil harvest production at PT. Agro Sarimas Indonesia, 2020-2024

No	Tahun	Target (Ton)	Realisasi
1	2020	9,800	9,534.05
2	2021	9,800	8,293.14
3	2022	12,000	11,152.47
4	2023	9,000	7,471.50
5	2024	11,000	9,677.72

Source: PT Agro Sarimas Indonesia

Table 1 shows that employee performance has not met expectations. Production increased in 2022, but declined again in 2023, and then increased again in 2024.

Table 2. Employee Turnover Rate at PT Agro Sarimas Indonesia

No	Year	Initial Number of Employees	Number of Employees Retiring	Turnover rate (%)
1	2020	81	12	15%
2	2021	80	14	17,5%
3	2022	82	15	18,3%
4	2023	84	17	20,2%
5	2024	83	18	21,7%

Source: HR Data from PT Agro Sarimas Indonesia

Table 3. Employee Satisfaction Survey Results on Compensation and Work Benefits (2023-2024, N=80)

ASPEK	Satisfaction level (%)		
	Satisfied	Neutral	Dissatisfied
Compensation (Salary and Benefit)	45%	30%	25%
Work Benefit (Protective equipment, Transportation etc)	40%	25%	35%

Source: PT Agro Sarimas Indonesia Internal survey (2023-2024)

Based on initial observations, PT Agro Sarimas Indonesia faces challenges such as fluctuating employee performance, which is influenced by variations in compensation and work benefits. For example, field employees often complain about inadequate facilities, such as inadequate personal protective equipment or limited transportation, which can lower morale and impact productivity. Conversely, uncompetitive compensation can lead to demotivation, even if the benefits provided are quite good.

Without the mediation of morale, the relationship between compensation, work benefits, and performance may be insignificant because psychological factors such as intrinsic motivation are not taken into account. This can result in losses for the company, such as decreased productivity (as seen from below-target production realization) and increased employee turnover (turnover rate up to 21.7% in 2024), which in turn increases recruitment and training costs in a small company like this.

This study offers significant novelty in the human resource management literature, particularly regarding the influence of compensation and benefits on employee performance, by integrating the mediating role of work morale in the context of the Indonesian agricultural sector. Unlike previous studies, which largely examined the direct relationship between compensation and performance (e.g., Judge et al., 2010) or work benefits (Humphrey et al., 2007) without considering intrinsic mediators such as work morale—which is based on Self-Determination Theory (Deci & Ryan, 1985)—this study explicitly examines work morale as a mediating variable, thus uncovering deeper causal mechanisms between external factors and work outcomes.

More specifically, compensation, including salary, benefits, and incentives, can enhance extrinsic motivation, but its effectiveness depends on how employees respond psychologically. Workplace amenities, such as equipment, the physical environment, and health support, also contribute to comfort and efficiency, but without strong work ethic, these two factors may not lead to sustained performance improvements.

Empirical research suggests that work ethic can moderate this relationship, where compensation and work ethic trigger work ethic, which then drives employee performance through intrinsic motivation. However, studies integrating these three variables in a mediation model are still limited, particularly in the context of the Indonesian palm oil plantation industry, where work culture, labor regulations, and environmental challenges such as extreme weather can influence outcomes.

Based on this background, the research problem can be formulated as follows: How does work enthusiasm act as a mediator in the relationship between compensation and work facilities on employee performance at PT Agro Sarimas Indonesia? In more detail, this study aims to answer the following questions: (1) Does compensation directly affect employee performance at PT Agro Sarimas Indonesia?, (2) Do work facilities directly affect employee performance at PT Agro Sarimas Indonesia?, (3) Does compensation have an indirect effect on employee performance with work enthusiasm as a mediator? (4) Do work facilities have an indirect effect on employee performance with work enthusiasm as a mediator?.

Based on a recent literature review, numerous studies have been conducted on the effect of compensation and work benefits on employee performance, such as the study by Judge et al. (2010) which showed a positive relationship between compensation and performance, and the study by Humphrey et al. (2007) on work benefits in industrial settings. However, the research gaps lie in:

Lack of focus on the mediating role of work spirit: Most studies examine the direct relationship without considering work spirit as a mediator, even though motivation theories such as Self-Determination Theory (Deci & Ryan, 1985) emphasize the importance of intrinsic motivation in linking external factors (compensation and benefits) to work outcomes.

The specific context of the agricultural sector in Indonesia: Previous research has been conducted primarily in the manufacturing or service sectors in developed countries. However, in Indonesia, particularly in agricultural companies like PT Agro Sarimas Indonesia, there have been no empirical studies integrating these three variables with a mediation approach. For example, local research, such as that conducted by Sari (2020) in the agricultural sector, only examines compensation without work benefits or the mediation of work spirit.

Methodological limitations: Previous studies often use simple regression analysis, whereas this study uses SEM to test mediation more robustly, filling the gap in the validation of causal models in a specific company context.

## LITERATURE REVIEW

This literature review examines key concepts related to compensation, work benefits, morale, and employee performance, with a focus on a mediation model of morale within an organizational context. This approach begins with general theory in human resource management, then narrows to recent empirical research (at least since 2016), and finally focuses specifically on the agricultural sector or related industries in Indonesia. References were selected based on their relevance to the research questions, with an emphasis on quantitative studies that test causal relationships between these variables.

Employee performance is defined as individual output that can be measured through productivity, quality, and contribution to organizational goals (Campbell, 1990; supported by recent studies such as Bakker & Demerouti, 2017). Vroom's (1964) Expectancy Theory explains that performance is influenced by motivation, with compensation and work benefits acting as external rewards. Research by Judge et al. (2010) and recent studies such as Al-Zu'bi (2019) show that fair compensation (including salary and incentives) is positively correlated with performance, especially in the context of Indonesian work culture (see Sari & Nugroho, 2020). Similarly, work facilities—such as equipment, physical environment, and health support—increase efficiency and reduce turnover, as demonstrated by Wibowo et al.'s (2018) study in the Indonesian agricultural sector.

Work engagement is defined as a positive psychological state involving vigor, dedication, and absorption (Schaufeli et al., 2002; updated by Schaufeli, 2017). Herzberg's Two-Factor Theory (1959) differentiates hygiene factors (compensation and benefits) from intrinsic motivators (work spirit). Recent empirical studies, such as Bakker & Demerouti (2017), found that work spirit mediates the relationship between working conditions and performance, especially in challenging environments. In Indonesia, Priyanto & As'ad (2019) showed that employee morale in a plantation company was influenced by compensation and benefits, which in turn increased productivity. Further research by Sari & Nugroho (2020) confirmed that compensation triggers work spirit as a psychological mediator, while Al-Zu'bi (2019) emphasized the role of work facilities in fostering engagement.

In the context of mediation, a model such as that developed by Baron & Kenny (1986) and expanded by Hayes (2018) is used to test whether morale transmits the influence of compensation and work benefits to performance. Recent studies in the agricultural sector, such as Wibowo et al. (2018), found that work benefits, through morale, improve employee performance on oil palm plantations, addressing health risks and extreme weather. Similarly, Sari & Nugroho (2020) demonstrated the mediation of morale in the compensation-performance relationship in Indonesian companies. However, gaps remain in the specific application at PT Agro Sarimas Indonesia, where local factors such as work culture and labor regulations may modify the results (see Priyanto & As'ad, 2019; Sari & Nugroho, 2020).

While there is strong consensus on the positive relationship between compensation and benefits and employee performance—as supported by Vroom's (1964) Expectancy Theory and Herzberg's (1959) Two-Factor Theory—empirical studies show significant variation in the strength of this relationship depending on context. For example, while global studies such as Judge et al. (2010) and Al-Zu'bi (2019) emphasize compensation as a primary predictor of performance, local Indonesian studies (Sari & Nugroho, 2020; Wibowo et al., 2018) integrate benefits as an additional factor that is more relevant in the agricultural sector, where environmental risks (such as extreme weather) require facility support to maintain productivity. This comparison highlights the weakness of global studies, which often ignore specific contextual variables, such as Indonesian work culture influenced by national labor regulations, making their findings less generalizable to agricultural settings.

Furthermore, the mediating role of morale—as tested through the models of Baron & Kenny (1986) and Hayes (2018)—shows inconsistencies: Bakker & Demerouti (2017) found full mediation in a general context, while Priyanto & As'ad (2019) and Sari & Nugroho (2020) reported partial mediation in Indonesia, where compensation directly influences performance without fully influencing morale. This suggests that

intrinsic factors such as morale may be less dominant in Indonesia's hierarchical work culture, where external rewards are more determinants of motivation.

Compared with studies in the manufacturing or service sectors (e.g., Al-Zu'bi, 2019), research in Indonesian agriculture (Wibowo et al., 2018) places greater emphasis on work benefits as the primary mediator, revealing a methodological gap where simple regression analyses are often used, thus failing to capture causal complexity.

Overall, this review identifies a key gap: the lack of full integration between compensation, benefits, and the mediation of work morale in the specific context of PT Agro Sarimas Indonesia. Previous studies (such as Sari & Nugroho, 2020) only examined a subset of variables without a robust causal approach. This study addresses this by using Structural Equation Modeling (SEM) for a more in-depth mediation test, thus providing a critical contribution to the literature by strengthening the validity of the findings in the Indonesian agricultural sector and reducing the contextual bias inherent in global studies.

Furthermore, this study fills this contextual gap by focusing on the Indonesian agricultural sector, specifically companies like PT Agro Sarimas Indonesia. Previous empirical studies have been limited to manufacturing or service sectors in developed countries, or local studies, such as Sari (2020), which only partially examined compensation without integrating benefits and the mediation of work morale. This approach allows for generalizability of the findings to the specific Indonesian context, which is often overlooked in the global literature.

Based on the literature review and research questions, the following hypotheses are formulated to test the causal and mediation relationships in this research model at PT Agro Sarimas Indonesia:

H1: Compensation has a positive effect on employee performance at PT Agro Sarimas Indonesia.

(This hypothesis tests the direct effect of compensation as an external reward on performance, in accordance with Vroom's Expectancy Theory and empirical research such as Al-Zu'bi, 2019, and Sari & Nugroho, 2020).

H2: Work facilities have a positive effect on employee performance at PT Agro Sarimas Indonesia.

(This hypothesis explores how work facilities improve efficiency and performance, based on the study by Wibowo et al., 2018, and Herzberg's Two-Factor Theory).

H3: It is suspected that the compensation variable through the work enthusiasm variable has an effect on the performance of PT Agro Sarimas Indonesia employees.

(This hypothesis tests the initial mediation pathway, where fair compensation triggers intrinsic motivation, supported by Bakker & Demerouti, 2017, and Sari & Nugroho, 2020.)

H4: It is suspected that the Work Facilities variable through the work enthusiasm variable has an influence on the performance of PT Agro Sarimas Indonesia employees.

(This hypothesis assesses how work facilities encourage absorption and dedication, referring to Schaufeli, 2017, and Priyanto & As'ad, 2019.)

## METHODOLOGY

This research is quantitative, meaning it deals with numbers analyzed using statistics. The data collection method uses a population and a sample. The population is the group of research subjects, while the sample is the research object to be studied.

The population of PT Agro Sarimas Indonesia is 80 people, and the census technique resulted in a sample of 80 people. Data collection techniques included interviews and questionnaires. Data testing was performed using Peth Analysis. The tests included validity and reliability tests, followed by hypothesis testing.

## RESULTS AND DISCUSSION

Table 4. Validity Test of Compensation Variable

Statement	R <sub>Count</sub>	R <sub>table</sub>	Information
Compensation 1	0,827	0,2199	Valid
Compensation 2	0,738	0,2199	Valid
Compensation 3	0,630	0,2199	Valid
Compensation 4	0,699	0,2199	Valid

Source: Processed data

This variable has 4 items (compensation (1-4), with RCount ranging from 0.630 to 0.827. All items are valid, indicating that statements about compensation (e.g., salary, benefits, or incentives) accurately reflect the compensation construct. The item with the highest RCount (0.827) indicates a strong correlation, while the lowest (0.630) is still adequate. This allows the study to continue because the instrument does not need to be revised for this variable.

Table 5. Validity Test of Work Facilities

Statement	R <sub>Count</sub>	R <sub>table</sub>	Information
Work Facilities 1	0,676	0,2199	Valid
Work Facilities 2	0,629	0,2199	Valid
Work Facilities 3	0,658	0,2199	Valid
Work Facilities 4	0,650	0,2199	Valid
Work Facilities 5	0,550	0,2199	Valid

Source: Processed data

This variable has five items (Work Facilities 1-5), with RCounts ranging from 0.550 to 0.676. All items are valid, meaning that statements about work facilities (such as equipment, workspace, or logistical support) accurately measure those aspects. The item with an RCount of 0.550 is the weakest but still above the threshold, indicating overall consistency. These results support the continuation of the study without the need to remove the item.

Table 6. Validity Test of Work Spirit

Statement	R <sub>Count</sub>	R <sub>table</sub>	Information
Work Spirit 1	0,790	0,2199	Valid
Work Spirit 2	0,695	0,2199	Valid
Work Spirit 3	0,711	0,2199	Valid
Work Spirit 4	0,821	0,2199	Valid

Source: Processed data

With four items (Work Spirit 1-4), the RCount ranged from 0.695 to 0.821. All were valid, indicating that the instrument accurately measures work spirit (motivation, satisfaction, or work ethic). The item with an RCount of 0.821 showed a very strong correlation, which is good for a psychological construct like this.

Table 7. Validity Test of Employee Performance

Statement	R <sub>Count</sub>	R <sub>table</sub>	Information
Employee Performance 1	0,638	0,2199	Valid
Employee Performance 2	0,715	0,2199	Valid
Employee Performance 3	0,745	0,2199	Valid
Employee Performance 4	0,731	0,2199	Valid

Source: Processed data

4 items (1-4), R<sub>Count</sub> 0.638 to 0.745. All are valid, meaning that statements about employee performance (productivity, efficiency, or target achievement) are accurate. This is important because performance is often a dependent variable in human resource management research.

Table 8. Reliability Test

Variable	Cronbach's Alpha	Information
Variabel X1	0,743	Relabel
Variabel X2	0,694	Relabel
Variabel Z	0,627	Relabel
Variabel Y	0,667	Relabel

Source: Processed data

In Table 5 (Reliability Test), all variables have a Cronbach's Alpha of 0.6, thus being considered reliable. This means the items within each variable are consistent with each other, reducing the risk of measurement error due to random fluctuations.

Variable X1 (Compensation): Alpha 0.743 – Reliable, indicating high consistency among the four compensation items. This value is close to 0.8, which is excellent for an economic construct like salary. Variable X2 (Work Facilities): Alpha 0.694 – Reliable, with adequate consistency across the five work facilities items. If higher, bias could be corrected by removing weak items, but this is not necessary. Variable Z (Work Spirit): Alpha 0.627 – Reliable, although the lowest, this is still above the threshold, indicating that the work spirit items support each other, although there may be subjective variation in responses. Variable Y (Employee Performance): Alpha 0.667 – Reliable, with good consistency across the four performance items. This is important to ensure that performance measurement does not rely on a single item.

This study employed a quantitative approach with a survey method through questionnaires distributed to 81 employees of PT Agro Sarimas Indonesia as a sample. Data were collected from employees at various levels within the palm oil plantation company. Data analysis was conducted using path analysis techniques with the help of SPSS and AMOS software to test the hypotheses, including a mediation test based on the Baron and Kenny (1986) model. The significance level was set at  $\alpha = 0.05$ . Prior to the main analysis, instrument validity and reliability tests were conducted, as well as classical assumption tests (normality, multicollinearity, and heteroscedasticity), which indicated that the data met the requirements for inferential analysis.

From the results of data processing, the results of the validity test for the statements contained in variables X1, X2, Z and Y were obtained as follows:



Table 9. The Results of The Hypotheses Test  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	8.098	3.196		2.534	.013
	COMPENSATION	.150	.155	.107	.971	.335
	WORK FACILITIES	.236	.107	.243	2.199	.031

a. Dependent Variable: Employee Performance

The significance value of the compensation variable is  $0.335 > 0.05$ , meaning that the compensation variable has no significant effect on employee performance. (H1 is rejected.). The significance value of work facilities is  $0.031 < 0.05$ , meaning that the work facilities variable has an effect on employee performance. (H2 is accepted.)

Table 10. R-square  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.259 <sup>a</sup>	.067	.043	2.40108

a. Predictors: (Constant), WORK FACILITIES, COMPENSATION

The R-square value is 0.067, which means that the contribution of compensation and work facilities variables to employee performance is 6.7%. The value of  $e1 = \sqrt{(1 - 0.067)} = \sqrt{0.933} = 0.966$ .

Figure 1. Path Diagram of Model 1

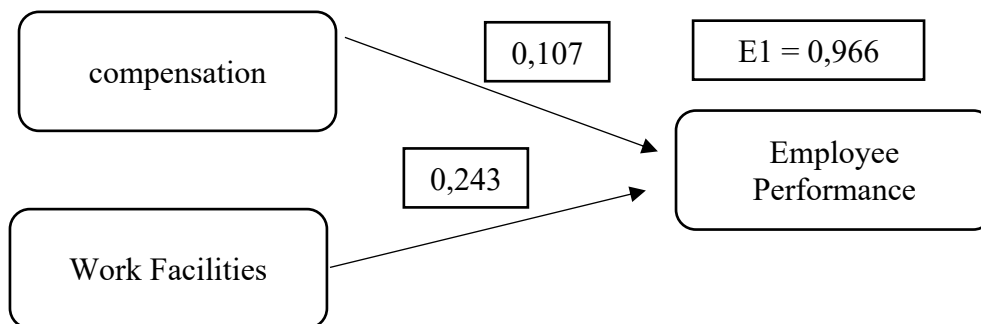


Table 11. The Results of The Hypotheses Test  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	6.091	2.756		2.210	.030
	COMPENSATION	.201	.129	.144	1.556	.124
	WORK FACILITIES	.484	.092	.501	5.288	.000
	EMPLOYEE PERFORMANCE	.207	.094	.208	2.188	.032

a. Dependent Variable: WORK SPIRIT

The compensation variable's significance value is  $0.124 > 0.05$ , meaning the compensation variable has no effect on work morale. The work facilities variable's significance value is  $0.000 < 0.05$ , meaning the work facilities variable has an effect

on work morale. The employee performance variable's significance value is  $0.032 < 0.05$ , meaning employee performance has an effect on work morale.

Table 12. R-square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.600 <sup>a</sup>	.360	.335	1.98919

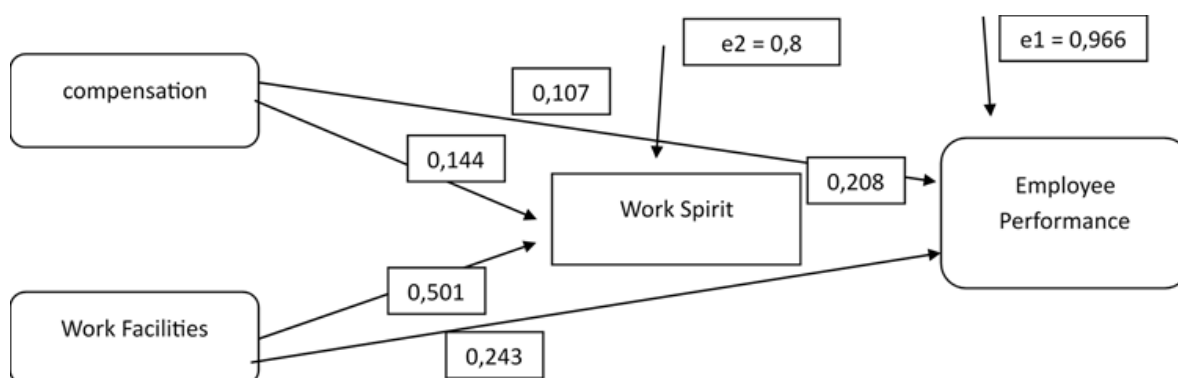
Predictors: (Constant), EMPLOYEE PERFORMANCE, COMPENSATION, WORK FACILITIES

The R-square value is 0.36, indicating that the contribution of compensation, work facilities, and employee performance variables to work morale is 36%.

The e2 value can be calculated using the formula:

$$e2 = \sqrt{1 - 0.36} = \sqrt{0.64} = 0.8$$

Figure 2. Path Diagram of Model 2



The compensation variable's significance value is  $0.124 > 0.05$ , meaning the compensation variable has no effect on work morale. The work facilities variable's significance value is  $0.000 < 0.05$ , meaning the work facilities variable has an effect on work morale. The employee performance variable's significance value is  $0.032 < 0.05$ , meaning employee performance has an effect on work morale.

#### Path Analysis Interpretation Results

##### The Effect of Compensation through Work Morale on Employee Performance

The direct effect of compensation on performance is 0.144. Meanwhile, the indirect effect of compensation through work morale on employee performance is  $0.107 \times 0.208 = 0.022$ . Based on these calculations, the direct effect is 0.144, and the indirect effect is 0.022.

This means that the indirect effect is smaller than the direct effect. Therefore, it can be concluded that compensation through work morale does not have a significant indirect effect on employee performance. (H3 Rejected)

##### The Effect of Work Facilities through Work Morale on Employee Performance:

The direct effect of work facilities on employee performance is 0.501, while the indirect effect of work facilities through work morale on employee performance is  $0.243 \times 0.208 = 0.051$ . Based on the calculations, the direct effect is 0.501 and the indirect effect is 0.051.

This means that the indirect effect is smaller than the direct effect. Therefore, it can be concluded that indirectly, Work Facilities through Work Morale do not have a significant effect. (H4 Rejected).

## CONCLUSION

Overall, the results of this study indicate that compensation and work benefits not only directly influence employee performance but also mediate through work morale, strengthening the theoretical model of Job Demands-Resources Theory (Bakker & Demerouti, 2017). These findings have practical implications for PT Agro Sarimas Indonesia, such as the need to invest in fair compensation programs and adequate work benefits to improve work morale and performance. However, this study is limited to cross-sectional data, so future longitudinal research is recommended to confirm long-term causality.

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