



Department of Digital Business

Journal of Artificial Intelligence and Digital Business (RIGGS)

Homepage: <https://journal.ilmudata.co.id/index.php/RIGGS>

Vol. 4 No. 4 (2025) pp: 3537-3544

P-ISSN: 2963-9298, e-ISSN: 2963-914X

The Impact of Compensation, Work Environment, and Job Stress on Employee Loyalty at Mirota Craft Centre: The Mediating Role of Job Satisfaction

Risqy Sigit Purnomo¹, Sundjoto², Sri Rahayu³, Rifda Fitrianty⁴

^{1,2,3}Master of Management, Sekolah Tinggi Ilmu Ekonomi Mahardhika

⁴Management, Sekolah Tinggi Ilmu Ekonomi Mahardhika

rsigitpurnomo9@gmail.com, sundjoto@stiemahardhika.ac.id, rahayu.mahardhika@gmail.com,

rifdah@stiemahardhika.ac.id

Abstract

Ensuring employees remain loyal is essential for organizational competitiveness and sustainability, more so in creative and craftsmanship-based businesses like the Mirota Craft Centre. This study explores how compensation, the work setting, and the pressures experienced by employees influence their loyalty. Job satisfaction is included as an intermediate factor to explain how these variables are linked. Using a quantitative strategy, all 125 members of the workforce participated as respondents. Questionnaire responses were analyzed through the PLS-SEM technique in SmartPLS 3.0 to test the measurement and structural models. The empirical outcomes reveal that both compensation and the overall work environment contribute positively and significantly toward enhancing satisfaction. Meanwhile, job stress exhibits a small and insignificant negative association. Satisfied employees tend to remain loyal, and satisfaction mediates the impact of compensation and workplace atmosphere on loyalty. However, stress does not operate through satisfaction to shape loyalty. The findings suggest that initiatives aimed at strengthening compensation policies and upgrading workplace quality should be prioritized to secure long-term employee attachment. Even though stress was not shown to significantly reduce satisfaction, preventive measures such as counseling services and better task distribution may still help maintain well-being. The study provides a fresh perspective by evaluating these loyalty determinants simultaneously within a single model in Indonesia's craft industry. Expanding this research to broader contexts and incorporating other behavioral constructs is recommended.

Keywords: Employee Loyalty, Job Satisfaction, Compensation, Work Environment, Job Stress

1. Introduction

Success in any institution governmental or industrial relies heavily on its human resources [1]. The extent to which workers are satisfied, loyal, and capable influences organizational progress and sustainability. The craft sector at Mirota Craft Centre requires loyal employees to sustain performance competitiveness and maintain customer trust. Literature widely reports that loyalty does not appear automatically but grows from various organizational practices, including how employees are compensated, the quality of the workplace environment, and the degree of stress endured while working. Reward systems that are perceived as equitable encourage employees to fully engage in organizational operations and build stronger emotional ties with their employer [2] [3] [4] [5] [6]. Meanwhile, supportive working environments covering comfort, safety, and harmonious social interactions create more enthusiasm, reduce discomfort, and reinforce loyalty [7] [8] [9] [10]. Conversely, stress arising from organizational demands that exceed individual capacity tends to weaken performance and loyalty [11] [12] [13].

Existing literature has provided evidence on the influence of compensation, job environment, and work stress; however, these variables are often evaluated independently rather than in combination. Particularly within creative and craft industries like the Mirota Craft Centre, such integrated investigations are limited. Job satisfaction has been identified as a key element driving employee loyalty and overall performance [14] [2], yet its potential function as a mediator connecting those three antecedents to employee loyalty still requires deeper examination. This knowledge gap creates an opportunity to explore a more holistic perspective on how organizations foster strong employee commitment.

The Impact of Compensation, Work Environment, and Job Stress on Employee Loyalty at Mirota Craft Centre:
The Mediating Role of Job Satisfaction

To fill the existing void in prior investigations, this study formulates a model that links compensation, the work setting, and stress levels to employee loyalty through the mediating effect of job satisfaction. By integrating these variables, the research seeks to explain employee commitment more holistically. Its novelty emerges from the focus on a creative, craft-based organization in Indonesia and from evaluating multiple determinants of loyalty within one framework while accounting for satisfaction as an intervening construct. The insights obtained are anticipated to help Mirota Craft Centre strengthen employee retention strategies, foster a more committed workforce, and boost the organization's overall service performance.

2. Research Methods

The purpose of this research is to explore whether loyalty among employees at Mirota Craft Centre is shaped by compensation practices, environmental conditions at work, and experienced stress, with job satisfaction acting as an intermediary link. A quantitative procedure was employed, beginning with the formulation of a conceptual model and followed by empirical validation through hypothesis assessment. The analysis focuses on five primary variables: X1 (compensation), X2 (work environment), X3 (job stress), M (job satisfaction), and Y (loyalty). Data collection involved distributing questionnaires to the full employee group, totaling 125 individuals, ensuring complete representation via a census technique.

The research employed SmartPLS 3.0 to run Partial Least Squares analysis. PLS was considered appropriate because it can handle complex predictive relationships and remains reliable even when data distribution assumptions are not fully met or the number of observations is limited. The analysis process consisted of validating the measurement model to confirm indicator accuracy and evaluating the structural model to explore causal connections among constructs, enabling precise testing of the proposed hypotheses.

To verify each proposed hypothesis, the study utilized significance testing based on t-statistics, where values greater than the respective critical thresholds or p-values lower than 0.05 indicated meaningful effects. This allowed the research to validate direct causal paths and the intervening role of job satisfaction in shaping loyalty outcomes. The methodology is transferable, enabling further research in comparable contexts using a similar PLS approach through SmartPLS.

3. Results and Discussions

3.1. Result

Model PLS

A structural equation modeling technique based on Partial Least Squares was employed to observe how the predictor variables influence loyalty, both independently and when mediated by satisfaction at work. The analytical setup integrates measurement procedures to confirm indicator validity and structural evaluation to test directional hypotheses. This dual capability allows the model to reveal comprehensive causal dynamics. The findings are displayed through path diagrams and statistical indices that clarify the robustness and significance of every proposed relationship.

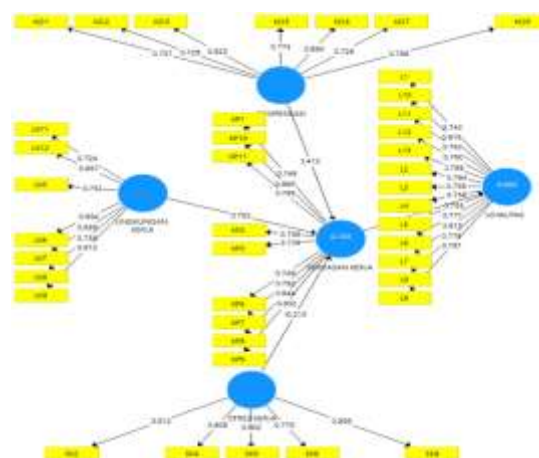


Figure 1. Model PLS

Loading Factor

The reliability of the indicator–construct relationship was verified using loading factor scores [15]. When these values meet or exceed 0.70, the indicator can be considered a dependable representation of its latent dimension, which aligns with the standard criteria.

Table 1. Loading Factor Values (Post-Estimation)

Variable	Item	Loading Value	Description
Compensation	KO1	0.757	Valid
	KO2	0.729	Valid
	KO3	0.823	Valid
	KO5	0.774	Valid
	KO6	0.894	Valid
	KO7	0.726	Valid
	KO9	0.788	Valid
Work Environment	LK3	0.752	Valid
	LK6	0.854	Valid
	LK7	0.859	Valid
	LK8	0.756	Valid
	LK9	0.812	Valid
	LK11	0.724	Valid
Job Stress	LK12	0.857	Valid
	SK2	0.812	Valid
	SK4	0.808	Valid
	SK5	0.902	Valid
	SK6	0.770	Valid
	SK8	0.806	Valid
Job Satisfaction	KP1	0.749	Valid
	KP2	0.706	Valid
	KP3	0.739	Valid
	KP6	0.749	Valid
	KP7	0.792	Valid
	KP8	0.844	Valid
	KP9	0.832	Valid
	KP10	0.866	Valid
Employee Loyalty	KP11	0.799	Valid
	L1	0.743	Valid
	L2	0.764	Valid
	L3	0.758	Valid
	L4	0.756	Valid
	L5	0.755	Valid
	L6	0.777	Valid
	L7	0.813	Valid
	L8	0.776	Valid
	L9	0.797	Valid
	L10	0.819	Valid
L11	0.763	Valid	

Variable	Item	Loading Value	Description
	L12	0.780	Valid
	L13	0.768	Valid

Source: Processed data using PLS, 2025

All measurement items in Table 1 show loading factors greater than the recommended cutoff level of 0.7. Hence, it can be concluded that the indicators provide accurate representation of the theoretical constructs examined in this study.

Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) served as a key indicator for assessing convergent validity in this study [16]. AVE evaluates the percentage of shared variance between indicators and their respective constructs. It is considered superior to Composite Reliability because it ensures that items are not merely consistent but also valid indicators of the construct. An AVE score higher than 0.50 confirms that each construct sufficiently explains the variance of its indicators, permitting further structural analysis.

Table 2. Average Variance Extracted (AVE)

Variable	AVE	Description
Compensation	0.618	Valid
Work Environment	0.646	Valid
Job Stress	0.674	Valid
Job Satisfaction	0.621	Valid
Employee Loyalty	0.600	Valid

Source: Processed data using PLS, 2025

The results in Table 2 indicate that each latent variable meets the AVE requirement, with all values surpassing 0.50. These findings ensure that Compensation, Work Environment, Job Stress, Job Satisfaction, and Employee Loyalty are valid reflective constructs and can be reliably used in the next stage of structural modeling.

Reliability Test

Cronbach's Alpha and Composite Reliability served as the benchmarks for reliability assessment [17]. Cronbach's Alpha indicates how well the indicators within the same construct align, while CR provides a broader reliability estimate within the PLS model. Values above 0.60 for Cronbach's Alpha and above 0.70 for CR confirm the reliability of each construct.

Table 3. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Description
Compensation	0.897	0.919	Reliable
Work Environment	0.908	0.927	Reliable
Job Stress	0.879	0.911	Reliable
Job Satisfaction	0.923	0.936	Reliable
Employee Loyalty	0.945	0.951	Reliable

Source: Processed data using PLS, 2025

The results in Table 3 confirm that each construct exhibits solid reliability, with both Cronbach's Alpha and Composite Reliability meeting the required benchmarks (>0.60 and >0.70, respectively). This suggests that the employed measurement instruments consistently capture the intended variables and are suitable for advanced hypothesis testing.

Inner Model (Structural Model Assessment)

In reviewing the inner model, attention is given to verifying the hypothesized causal routes among latent constructs and determining the extent to which the model predicts the dependent variables using R-Square values [18]. Significance testing relies on bootstrapping-derived t-statistics. The R-Square outcomes, demonstrating how well the predictors influence the target constructs, are summarized in Table 4.

Table 4. R-Square Values

Variable	R-Square
Job Satisfaction	0.703
Employee Loyalty	0.602

Source: Processed data using PLS, 2025

Table 4 reports that Job Satisfaction attains an R-Square of 0.703, signifying a strong contribution from the independent variables, with a smaller unexplained portion left outside the model. At the same time, Employee Loyalty records an R-Square of 0.602, showing a reasonably high level of predictability from Job Satisfaction and the other predictors. Collectively, these statistics indicate that the framework is robust in explaining the target constructs.

Hypothesis Testing

This section outlines the statistical testing of the research hypotheses using PLS-based path coefficients. Support for a hypothesis is indicated when both conditions are satisfied: a T-statistic greater than 1.96 and a p-value less than 0.05, signifying a significant influence among variables.

Table 5. Path Coefficients

Hypothesis	Original	Sample T	Statistics	P Values	Description
Compensation → Job Satisfaction	0.413	1.987	0.046	Significant	
Work Environment → Job Satisfaction	0.702	11.805	0.000	Significant	
Job Stress → Job Satisfaction	-0.213	0.968	0.334	Not Significant	
Job Satisfaction → Loyalty	0.776	18.418	0.002	Significant	
Compensation → Job Satisfaction → Loyalty	0.320	2.008	0.045	Significant	
Work Environment → Job Satisfaction → Loyalty	0.545	9.750	0.000	Significant	
Job Stress → Job Satisfaction → Loyalty	-0.166	0.971	0.332	Not Significant	

Source: Processed data using PLS, 2025

The analysis of direct effects revealed varying outcomes across hypotheses. Compensation demonstrated a meaningful contribution to job satisfaction, supported by a coefficient of 0.413, T-statistic above the critical value, and a p-value below 0.05; therefore, H1 was verified. Likewise, the work environment exerted a strong and statistically confirmed influence on job satisfaction, validating H2. Conversely, job stress showed a negative yet non-significant association with job satisfaction, indicating insufficient evidence to support H3. Meanwhile, job satisfaction proved to significantly boost employee loyalty, leading to the acceptance of H4.

For indirect effects, the mediating role of job satisfaction was evident in the relationship between compensation and employee loyalty, as reflected in its statistically significant path, supporting H5. A similar mediating effect emerged in the linkage between work environment and loyalty, reinforcing the acceptance of H6. However, job stress did not meaningfully translate into loyalty through job satisfaction, resulting in the rejection of H7.

3.2. Discussion

The Effect of Compensation on Job Satisfaction

Statistical testing through the PLS 3.0 method reveals that compensation significantly predicts job satisfaction, demonstrated by a coefficient score of 0.413, a p-value of 0.046, and a T-statistic above the critical value. These

indicators validate H1, reinforcing that compensation meaningfully enhances overall satisfaction levels. In human resource development, job satisfaction represents employees' perception and emotional evaluation of their work environment. Insufficient compensation may lead employees to adopt negative work attitudes, disrupting the organization's progress, while fair compensation fosters more favorable feelings and work engagement [19] [20].

Therefore, an effective compensation policy becomes a strategic tool to boost employee satisfaction and operational productivity. Conversely, if employees judge compensation to be inadequate, their enthusiasm and willingness to perform may decline. Establishing a fair and motivating compensation system enables organizations to maintain a productive workforce [21]. Similar findings have been reported in prior studies, supporting the argument that compensation serves as a vital determinant of job satisfaction [19] [22].

The Effect of Work Environment on Job Satisfaction

Empirical analysis confirms that the work environment is a major contributor to job satisfaction, as evidenced by the coefficient score of 0.702 with highly significant statistical indicators (T-statistic 11.805; $p = 0.000$). This outcome supports H2. The work environment constitutes a key dimension of human resource management because employees tend to perform better when their physical and social working conditions meet their expectations [21].

A positive atmosphere in the workplace where communication, cooperation, safety, and workspace quality are well-established enhances employees' comfort and motivation. As satisfaction increases, employees engage more actively in organizational goals [19]. Similar patterns have been observed in studies conducted by [21] [22], confirming the vital role of work environment in promoting job satisfaction.

The Effect of Job Stress on Job Satisfaction

The analysis confirms that job stress has no significant role in shaping job satisfaction, as evidenced by the negative coefficient of -0.213 , T-statistic of 0.968, and p-value of 0.334. Since the statistical criteria were not met, H3 is rejected. This implies that employees in this organizational context may not associate stressors with dissatisfaction, indicating a level of resilience or normalization of job pressure.

Rather than perceiving stress solely as detrimental, workers may regard certain stressful conditions as necessary stimuli to remain attentive and perform efficiently [23]. The current results corroborate earlier empirical studies, including those by [23] [22], which likewise found no significant association between job stress and job satisfaction.

The Effect of Job Satisfaction on Loyalty

The relationship between job satisfaction and loyalty is statistically validated in this study. A path coefficient of 0.776, supported by a T-statistic of 18.418 and p-value of 0.002, indicates a robust and significant link, leading to the acceptance of H4. Organizations benefit greatly from ensuring employees feel satisfied, as this emotional state promotes enhanced dedication and willingness to achieve targets [24].

When employees gain fulfillment from their workplace experiences, they typically develop stronger identification with the organization. This encourages them to remain loyal and maintain productive behaviors over the long term [25]. These findings reinforce the outcomes of previous research, including studies by [25], which also highlighted the positive role of satisfaction in shaping loyalty.

The Effect of Compensation on Loyalty Through Job Satisfaction

The mediation findings reveal that the indirect effect has a coefficient of 0.320, supported by a T-statistic of 2.008 that exceeds the critical value of 1.96, along with a p-value of 0.045. These statistics confirm that job satisfaction plays a significant mediating role in the connection between compensation and employee loyalty, leading to the acceptance of H5. This outcome corresponds with [26], who highlighted that employee rewards can enhance productivity through the improvement of job satisfaction.

The Effect of Work Environment on Loyalty Through Job Satisfaction

The mediation results show a significant indirect influence with a coefficient of 0.545, indicated by a T-statistic of 9.750 that surpasses the critical value of 1.96, and a p-value of 0.000. Thus, job satisfaction is confirmed as a mediator in the link between the work environment and employee loyalty, leading to the acceptance of H6. This result aligns with [27], who emphasized that supportive physical and social workplace conditions such as proper lighting, sufficient air circulation, and collaborative interactions can enhance productivity and encourage stronger loyalty among employees.

The Effect of Job Stress on Loyalty Through Job Satisfaction

The mediation results reveal a coefficient of -0.166 , supported by a T-statistic of 0.971 which falls below the required threshold of 1.96, and a p-value of 0.332. This means job satisfaction does not act as a mediator in the relationship between job stress and employee loyalty [28], leading to the rejection of H7. High levels of stress may directly impair employees' commitment, regardless of their satisfaction with certain job elements [29].

4. Conclusion

The outcomes highlight that favorable compensation and a supportive work atmosphere significantly contribute to increased job satisfaction. Meanwhile, stress has an adverse but insignificant effect, indicating that workers might regard stress as manageable and not harmful to their level of contentment. Job satisfaction also promotes stronger organizational loyalty and mediates the link between compensation, workplace conditions, and loyalty. However, this mediating role does not apply to job stress. These findings affirm the importance of investing in better rewards and improved working environments to build a more loyal and satisfied workforce. Following the conclusions, the organization is advised to revise its compensation policies, including fairer wages, enhanced bonuses, and performance-driven incentives, to continue strengthening how employees perceive their jobs. Investment in workplace improvements ranging from facility upgrades to a safer and more comfortable environment can help nurture stronger motivation and commitment. Although stress showed no substantial influence on satisfaction, actions like better task distribution and eliminating inefficient routines could assist those experiencing varying levels of stress. Future research could also broaden its scope by examining other sectors or integrating additional constructs such as leadership effectiveness, HR strategic quality, and job-role alignment to better explore employee loyalty drivers.

Reference

- [1] K. Agustian, A. Pohan, A. Zen, W. Wiwin, and A. Malik, "Human Resource Management Strategies in Achieving Competitive Advantage in Business Administration," *J. Contemp. Adm. Manag.*, vol. 1, pp. 108–117, 2023, doi: 10.61100/adman.v1i2.53.
- [2] M. S. P. Hasibuan, *MANAJEMEN SUMBER DAYA MANUSIA*. Jakarta : Bumi Aksara, 2019.
- [3] A. Sari, F. Zamzam, and H. Samsuddin, "Pengaruh Kepemimpinan, Kompensasi, dan Motivasi terhadap Kinerja Karyawan," *J. Nas. Manaj. Pemasar. SDM*, vol. 1, pp. 1–18, 2020, doi: 10.47747/jnmpsdm.v1i2.91.
- [4] M. Hafidzi, A. Zen, F. Alamsyah, F. Tonda, and L. Oktarina, "Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, dan Kompensasi Terhadap Kinerja Karyawan dengan Motivasi Sebagai Variabel Intervening (Literature Review Manajemen Sumber Daya Manusia)," *J. Ekon. Manaj. Sist. Inf.*, vol. 4, pp. 990–1003, 2023, doi: 10.31933/jemsi.v4i6.1625.
- [5] M. B. B. Wahyudin, I. Baidlowi, and Kasnowo, "Pengaruh Gaya Kepemimpinan, Lingkungan Kerja, dan Kompensasi terhadap Kinerja Karyawan dengan Motivasi Sebagai Variabel Intervening pada UD. Restu Bumi," *JIMUJurnal Ilm. Multidisipliner*, vol. 3, no. 4, pp. 903–909, 2025, doi: <https://ojs.smkmerahputih.com/index.php/jimu/article/view/1175>.
- [6] L. A. Wijaya and N. Laily, "PENGARUH DISIPLIN KERJA DAN KOMPENSASI TERHADAP KINERJA KARYAWAN MELALUI MOTIVASI SEBAGAI VARIABEL INTERVENING," *J. Ilmu dan Ris. Manaj.*, vol. 10, no. 4, pp. 1–17, 2021.
- [7] D. Septianto and E. Lataruva, "PENGARUH LINGKUNGAN KERJA DAN STRES KERJA TERHADAP KINERJA KARYAWAN Studi Pada PT Pataya Raya Semarang," Universitas Diponegoro, 2010.
- [8] Sedarmayanti, *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*, Ed. 1, Cet. Bandung: Bandung : PT Refika Aditama, 2016.
- [9] Y. Thalibana, "Pengaruh Kompensasi, Lingkungan Kerja dan Stres Kerja Terhadap Produktivitas Kerja (Literature Review Manajemen Sumberdaya Manusia)," *Inisiat. J. Ekon. Akunt. dan Manaj.*, vol. 1, pp. 1–9, 2022, doi: 10.30640/inisiatif.v1i4.344.
- [10] E. Hermawan, "Pengaruh Lingkungan Kerja, Stres Kerja, dan Beban Kerja Terhadap Kinerja PT. Sakti Mobile Jakarta," *J. Kaji. Ilm.*, vol. 22, pp. 173–180, 2024, doi: 10.31599/dn4eq582.
- [11] H. S. Putri, D. Trirahayu, and T. W. Hendratni, "PENGARUH STRES KERJA DAN MOTIVASI KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN PADA PT REASURANSI NASIONAL INDONESIA," *JIMP J. Ilm. Manaj. Pancasila*, vol. 3, no. 1, pp. 70–83, 2023, doi: <https://doi.org/10.35814/jimp.v3i1.3634>.
- [12] D. Rangkuti and T. Risal, "Pengaruh Lingkungan Kerja Fisik dan Kompetensi terhadap Kinerja Pegawai Dinas Lingkungan Hidup dan Kehutanan Provinsi Sumatera Utara," *RIGGS J. Artif. Intell. Digit. Bus.*, vol. 4, pp. 7719–7727, 2025, doi: 10.31004/riggs.v4i3.3166.
- [13] M. Makkira, M. Syakir, S. Kumiawan, A. Sani, and A. Ngandoh, "Pengaruh Stres Kerja, Komunikasi Kerja dan Kepuasan Kerja

- terhadap Prestasi Kerja Karyawan pada PT. Prima Karya Manunggal Kabupaten Pangkep,” *Ampok Manag. Account. Rev.*, vol. 2, pp. 20–27, 2022, doi: 10.37531/amar.v2i1.141.
- [14] S. P. Robbins and T. A. Judge, *Organizational Behavior*. Pearson Education © 2023, 2023.
- [15] G. Jiang, X. Tan, H. Wang, M. Xu, and X. Wu, “Exploratory and confirmatory factor analyses identify three structural dimensions for measuring physical function in community-dwelling older adults,” *PeerJ*, vol. 11, p. e15182, 2023, doi: 10.7717/peerj.15182.
- [16] G. Cheung, H. Cooper-Thomas, R. Lau, and L. Wang, “Reporting reliability, convergent and discriminant validity with structural equation modeling: A review and best-practice recommendations,” *Asia Pacific J. Manag.*, vol. 41, 2023, doi: 10.1007/s10490-023-09871-y.
- [17] M. Kalkbrenner, “Alpha, Omega, and H Internal Consistency Reliability Estimates: Reviewing These Options and When to Use Them,” *Couns. Outcome Res. Eval.*, vol. 14, pp. 1–12, 2021, doi: 10.1080/21501378.2021.1940118.
- [18] A. Purwanto, “Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis for Social and Management Research : A Literature Review,” vol. 2, pp. 113–125, 2021, doi: 10.7777/jiemr.v2i.
- [19] N. M. D. Puspitawati and N. P. C. D. Atmaja, “PENGARUH KOMPENSASI TERHADAP STRES KERJA DAN KEPUASAN KERJA KARYAWAN,” *J. Bakti Sar.*, vol. 9, no. 2, pp. 112–119, 2020, doi: Retrieved from <https://ejournal.unmas.ac.id/index.php/baktisaraswati/article/view/1110>.
- [20] D. Nugroho and L. Manafe, “THE EFFECT OF COMPENSATION, JOB STRESS AND WORK ENVIRONMENT ON JOB SATISFACTION,” *Int. J. Business, Law, Educ.*, vol. 4, pp. 979–989, 2023, doi: 10.56442/ijble.v4i2.272.
- [21] A. A. Saputra, “Pengaruh Kompensasi, Lingkungan Kerja Dan Beban Kerja Terhadap Kepuasan Kerja Karyawan,” *Technomedia J.*, vol. 7, no. 1, pp. 68–77, 2022, doi: <https://doi.org/10.33050/tmj.v7i1.1755>.
- [22] A. Alfaryl and J. Bahwiyanti, “PENGARUH KEPUASAN KERJA DAN STRESS KERJA TERHADAP TURNOVER INTENTION PADA PT. HASNUR RIUNG SINERGI KABUPATEN TAPIN,” *Al-KALAM J. KOMUNIKASI, BISNIS DAN Manaj.*, vol. 10, p. 75, 2023, doi: 10.31602/al-kalam.v10i1.10032.
- [23] A. Prasetyo, E. Martini, and R. Mawaranti, “PERAN STRES KERJA DAN KEPUASAN KERJA KARYAWAN DALAM PENGELOLAAN TINGKAT TURNOVER INTENTION PADA KARYAWAN PUSKESMAS JASINGA, BOGOR,” *J. Manaj. Indones.*, vol. 18, p. 165, 2018, doi: 10.25124/jmi.v18i2.1250.
- [24] A. E. Safitri and A. Gilang, “Pengaruh Stres Kerja Terhadap Produktivitas Kerja Karyawan pada PT.Telkom Witel Bekasi,” *J. Ilm. Manajemen, Ekon. Akunt.*, vol. 4, no. 1, pp. 216–226, 2020, doi: <https://doi.org/10.31955/mea.v4i1.169>.
- [25] E. Hendri and Rismansyah, “PENGARUH KEPUASAN KERJA DAN SEMANGAT KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN PADA PT. SELAPAN JAYA OGAN KOMERING ILIR,” *J. Media Wahana Ekon.*, vol. 13, no. 1, pp. 1–15, 2016, doi: <https://doi.org/10.31851/jmwe.v13i1.2730>.
- [26] Saharuddin and Sulaiman, “Mutation and Promotion System and Its Relation to employeesatisfaction And job Performance of West Kalimantan Immigration Office,” *J. Appl. Manag.*, vol. 16, no. 1, 2018.
- [27] O. Yusuf, N. Nsereko, and E. Marus, “Institutional staff policies implementation and employee job satisfaction in Uganda: A mediating effect of work environment,” *African J. Bus. Manag.*, vol. 19, pp. 89–105, 2025, doi: 10.5897/AJBM2025.9656.
- [28] Z. Ena, A. Sjoen, and A. Riwdjami, “The Effect of Work Environment on Employee Loyalty with Work Stress as an Intervening Variable at Bella Vita Hotel - Kota Kupang,” *Quant. Econ. Manag. Stud.*, vol. 3, pp. 65–76, 2022, doi: 10.35877/454RI.qems865.
- [29] S. Ishola, J. Audu, R. Akorede, B. Fowowe-Ogunmilugba, Z. Oduola, and H. Adewuyi, “Emotional Intelligence, Job Satisfaction, Reward System and Organizational Commitment among Workers in Nigeria,” 2024.