



DOI: <https://doi.org/10.38035/gijea.v4i3>
<https://creativecommons.org/licenses/by/4.0/>

Determinant Model of Employee Performance through Job Satisfaction from a Human Resource Management Perspective at an Umrah Travel Agency

Kamsariaty Kamsariaty¹, Ryan Firdiansyah Suryawan², Suhartini Suhartini³,
Monizaihasra Mohamed⁴, Hadiansyah Hadiansyah⁵

¹Akademi Maritim Nusantara Banjarmasin, Banjarmasin, Indonesia, kamsariati41@gmail.com

²Sekolah Tinggi Ilmu Ekonomi Krakatau, Lampung, Indonesia, ryanfirdiansyah@krakatau.ac.id

³Universitas Serang Raya, Banten, Indonesia, suhartini@unsera.ac.id

⁴Universiti Malaysia Terengganu, Kuala Terengganu, Malaysia, monizamohamed@umt.edu.my

⁵Akademi Maritim Nusantara Banjarmasin, Banjarmasin, Indonesia, hr.tabrun@gmail.com

Corresponding Author: kamsariati41@gmail.com¹

Abstract: The Umrah travel agency sector in Indonesia has experienced significant growth, yet this is often not accompanied by an improvement in the organization's internal performance. Suboptimal employee performance is influenced by low organizational support, weak work discipline, and an unsatisfactory compensation system. This study aims to analyze the influence of organizational support, work discipline, and compensation on employee performance, with job satisfaction as the mediating variable. The approach used is quantitative with an explanatory design, involving 101 respondents who are employees of Umrah travel agencies in Lampung Province, selected through purposive sampling. Hypothesis testing was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS 3.0 software. The analysis results indicate that organizational support, work discipline, and compensation have a positive and significant effect on job satisfaction. However, directly, only compensation has a significant effect on employee performance, while organizational support and work discipline do not have a direct effect. Job satisfaction was found to act as a crucial mediating variable; it fully mediates the effects of organizational support and work discipline on performance, and partially mediates the effect of compensation on performance. These findings imply that the psychological factor of job satisfaction serves as the primary bridge in translating human resource management practices into improved employee performance in the religious services sector.

Keyword: Employee Performance, Job Satisfaction, Organizational Support, Work Discipline, Compensation, PLS-SEM, Umrah Travel Agency.

INTRODUCTION

The Umrah travel agency sector is one of the religious services subsectors that has experienced significant growth in Indonesia over the past decade. The public's growing interest in the Umrah pilgrimage has spurred the development of various travel agencies offering religious travel services, ranging from budget to premium packages. Data from the Ministry of Religious Affairs of the Republic of Indonesia indicates that the number of Indonesian Umrah pilgrims over the past five years has ranged from 1.4 to 1.8 million people per year, with a significant contribution coming from the Sumatra region, including Lampung Province (Berdiana et al., 2022). Although the number of Umrah service providers continues to rise, operational management and partnerships still face various challenges. Poor coordination between travel agencies and agents often leads to financial losses and service failures (Fibrianti & Kamal, 2020; Suryawan et al., 2025). Common complaints include inadequate accommodation quality, poor food, and unsafe transportation. Additionally, misleading promotions with unrealistic prices also increase consumer distrust (Amelya, 2021; Rhodiyah & Hasib, 2017; Suryawan et al., 2025). Financial instability even frequently leads to service cancellations, resulting in pilgrims being stranded. This issue highlights the need to improve the quality of the organization's internal management, particularly regarding employee performance and service delivery, to meet the expected service standards. However, this growth in demand has not been accompanied by an improvement in the organization's internal performance, even though employee performance is crucial for service quality and compliance with minimum service standards (Carvalho et al., 2020). Table 1 summarizes the issues regarding the performance of Umrah travel agency employees, covering seven critical aspects.

Table 1. Performance Issues Among Employees of the Umrah Travel Agency

Aspect Problems	Data / Condition Factual	Ideal Standard	Implications
Growth	1.4–1.8 million pilgrims/year	-	Service Load increases
Role of employees	60–70% of service quality is determined by staff	≥70% optimal	Employee performance is crucial
Absenteeism & tardiness	12–18% per month	< 8%	Declining productivity
Compensation satisfaction	45–55% of employees are unsatisfied	> 75% satisfied	Low work motivation
Career development	Limited opportunities	Clear career path	Low loyalty
HR training	Once a year	2–3 times a year	Competencies do not develop
Organizational support	Relatively low	Systematic & continuous	Low job satisfaction

Based on Table 1, seven problem areas were identified, with the largest gap in the area of attendance (12–18% vs. the 75% satisfaction standard), which has implications for reduced productivity and employee motivation. This study supports ASTA CITA number four, namely strengthening the development of excellent and competitive human resources. National data indicates that the services sector employs over 50% of the non-agricultural workforce; however, the productivity of the services sector remains 20–30% below that of the industrial sector (Gunawan et al., 2024). In the religious services sector, this gap is primarily attributed to the low quality of human resource management. HR competencies are the primary foundation of employee performance, with only 40% of employees understanding Umrah regulations and service SOPs (Nurpribadi et al., 2024). The status of HR competencies is presented in Table 2.

Table 2. Human Resource Competencies and Actual Conditions of Employees at the Umrah Travel Agency

Dimensions of Human Resource Competencies	Indicator	Actual Conditions
Work Knowledge	Understanding of regulations & SOPs	Approx. 40% of employees have a good understanding
Technical skills	Administration & congregant services	Approx. 50% of employees are competent
Work discipline	Attendance & punctuality	Absenteeism 12–18%/month
Compensation satisfaction	45–55% of employees are dissatisfied	> 75% satisfied
Professional attitude	Ethics & responsibility	±55% rated as good
HR development	On-the-job training	1 time/year (ideally 2–3)

Table 2 shows that all dimensions of human resource competencies remain below the ideal standard. In terms of job knowledge and technical skills, less than half of the employees possess adequate competencies, while work discipline is the most critical dimension, with absenteeism far exceeding the tolerance limit.

Innovation in Umrah service products remains limited; approximately 65% of travel agencies offer standard packages without service differentiation (Paramarta et al., 2021; Permatahati & Indiyati, 2024). Process innovation remains low, with manual administration taking 20–30% longer than digital systems (Tamimi et al., 2023). The use of information technology remains limited to 35–45% of travel agencies (Wiyono et al., 2025). About 50% of employees lack clarity regarding their career paths, and 25–30% of customer complaints are directly related to employee service aspects (Ariani, 2023; Carvalho et al., 2020; Permatahati & Indiyati, 2024). Low employee performance reduces pilgrims' trust by 10–15%. Although demand is increasing, employee performance remains suboptimal due to low organizational support, weak discipline, and inadequate compensation (Camelie et al., 2023; Usu et al., 2024). The full list of challenges is presented in Table 3.

Table 3. Employee Performance Challenges at the Umrah Travel Agency

Challenge Aspects	Actual Conditions	Impact on the Organization
Organizational Support	Limited HR training (approx. 1 time/year)	Employees' competencies do not develop optimally
Work discipline	Absenteeism and tardiness 12–18% per month	Decline in productivity and service quality
Compensation system	Approx. 45–55% of employees are dissatisfied	Low work motivation
Career development	Unclear career paths	Low employee loyalty
Job satisfaction	Satisfaction rate < 60%	Suboptimal employee performance
Service quality	Customer complaints ±25–30%	Decline in congregants' trust

Table 3 identifies six key challenges that collectively result in a job satisfaction rate below 60%, leading to suboptimal employee performance and a decline in congregants' trust. Weak organizational support, poor work discipline, and unsatisfactory compensation are the most significant challenges that need to be addressed in an integrated manner.

From a human resource management perspective, employee performance is a crucial factor that determines service quality, regulatory compliance, and public trust in service organizations (Fahmi et al., 2018). Optimal employee performance not only improves operational efficiency but also strengthens the organization's competitiveness in an increasingly competitive market. In the religious services sector, particularly umrah travel agencies, the quality of employee interactions with pilgrims is a key determinant of service

success, given the spiritual and emotional dimensions inherent in the worship experience (Paramarta et al., 2021).

However, employee performance at Umrah travel agencies in Lampung still faces various issues that require serious attention. Low organizational supporting the form of limited work facilities, a lack of training and competency development programs, and unclear career paths—is a major obstacle. Preliminary data indicates that approximately 50% of employees at Umrah travel agencies report a lack of clarity regarding career paths, which impacts low job satisfaction and employee loyalty (Basir, 2025). Additionally, high rates of absenteeism and work indiscipline, reaching 20–30% of the total workforce, serve as indicators of weak human resource management in this sector (Gunawan et al., 2024).

Compensation that does not meet market standards is also a classic problem that contributes to low employee motivation and performance (Nurpibadi et al., 2024). The imbalance between a heavy workload—particularly during the peak Umrah departure season—and the financial compensation received by employees leads to dissatisfaction, which results in high turnover intentions. These conditions indicate that employee performance at Umrah travel agencies remains suboptimal and requires a comprehensive theoretical approach to identify the determinants that influence employee performance holistically.

Job satisfaction, as a mediating variable, plays a crucial role in explaining the relationship between HRM practices and employee performance. *Social Exchange Theory* posits that employees who perceive high organizational support will respond with positive attitudes, including higher job satisfaction and better performance (Tamimi et al., 2023). Herzberg's *Two-Factor Theory* also emphasizes that hygiene factors such as compensation and working conditions must be met first before motivator factors such as career development and recognition can enhance employee job satisfaction and performance (Dwi Ariani, 2023).

Previous research has tended to examine employee performance in isolation, such as the influence of competencies, job satisfaction, or compensation separately. Some studies have emphasized innovation and competitiveness, but have not yet integrated HRM variables into a single comprehensive structural model (Sadeghi, S., 2025). Previous research has highlighted marketing, innovation, competitiveness, service quality, and HRM in isolation; none have modeled employee performance determinants through job satisfaction at Umrah travel agencies (Kasperczuk & Ćwiakła, 2025). This study fills this gap by developing a theoretical determinant model that integrates organizational support, work discipline, and compensation into a single structural framework based on job satisfaction, specifically at Umrah travel agencies in Lampung, thereby making a new contribution to human resource management in the religious services sector.

The novelty of this study lies in the development of a model of employee performance determinants that integrates organizational support, work discipline, and compensation through job satisfaction within a single structural framework (Kasperczuk et al., 2025). Unlike previous studies that tested variables in isolation, this study positions job satisfaction as a mediating variable that explains the influence of HRM determinants on employee performance in the religious services sector, specifically umrah travel agencies. The urgency of this study is driven by the need to develop a comprehensive model to address HR management gaps that hinder the progress of the Umrah travel agency sector, enhance HR competencies, implement innovation and technology in business processes, and apply data-driven research models for more efficient and evidence-based HR management. The selection of this title is based on several academic and practical considerations. Academically, the term “theoretical determinant model” reflects an effort to construct a conceptual framework that explains the structural relationships among variables determining employee performance.

Practically, the location of Umrah travel agencies in Lampung was chosen because this province contributes significantly to the number of Umrah pilgrims yet has not been extensively studied from an HRM perspective.

Based on this background, the research questions in this study are: (1) How do organizational support, work discipline, and compensation affect the job satisfaction of employees at Umrah travel agencies in Lampung? (2) How do organizational support, work discipline, and compensation affect employee performance? (3) How does job satisfaction affect employee performance? (4) What is the role of job satisfaction in mediating the effects of organizational support, work discipline, and compensation on employee performance?

METHOD

Research Type and Approach

This study employs a quantitative approach with an explanatory *research* design. The quantitative approach was chosen because this study aims to test hypotheses formulated based on theory and to analyze causal relationships among variables through structural equation modeling (Ghozali, 2021). The explanatory design allows researchers to explain the cause-and-effect relationships between independent variables, dependent variables, and mediating variables simultaneously and comprehensively. With this approach, researchers can identify and measure the magnitude of the influence of each HRM determinant on employee performance, both directly and indirectly through job satisfaction.

Primary data was collected using three main instruments. First, a structured questionnaire designed with a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to measure respondents' perceptions of the variables organizational support, work discipline, compensation, job satisfaction, and employee performance. The questionnaire was distributed directly to umrah travel agencies in various regions of Lampung Province, including Bandar Lampung, South Lampung, West Lampung, and East Lampung.

Population and Sample

The population in this study consists of all employees of Umrah travel agencies operating in Lampung Province. Lampung Province was selected as the study site because it is one of the regions in Sumatra experiencing significant growth in the number of Umrah travel agencies, and it possesses organizational characteristics relevant to the testing of a model of employee performance determinants.

The sampling technique used was *purposive sampling* based on the following criteria: (1) employees who had worked for at least one year at an Umrah travel agency in Lampung; (2) employees directly involved in Umrah service operations; and (3) employees willing to participate as research respondents. The sample size of 101 respondents was determined based on the criteria (Hair, 2020), which recommends a minimum of 100 samples for PLS-SEM analysis with a model having up to five latent variables. This calculation also considered a safe respondent-to-indicator ratio to avoid model *overfitting* (Ghozali, 2021).

Operational Definitions of Variables

The operational definitions of the variables in this study are presented in Table 4.

Table 4. Operationalization of Variables

Variables	Dimensions	Code	Source
Organizational Support (X1)	1. Organizational concern for employee well-being	DO.1	(Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Robbins & Judge, 2017; in Nabila & Mulyana, 2025)
	2. Organizational recognition of employees' work contributions	DO.2	
	3. Supervisors' support in completing work	DO.3	
	4. Availability of work facilities and resources	DO.4	
	5. Organizational fairness in policies and work practices	DO.5	

Work Discipline (X2)	1. Employee attendance rate	DK.1	(Malayu SP Hasibuan, 2016; Rivai & Sagala, 2015; Sutrisno, 2019; in Rinur & Tumanggor, 2025)
	2. Punctuality at work	DK.2	
	3. Compliance with regulations and work procedures	DK.3	
	4. Responsibility in performing duties	DK.4	
	5. Consistency in work behavior in accordance with organizational standards	DK.5	
Compensation (X3)	1. Salary alignment with workload	KO.1	(Dessler, 2017; Milkovich et al., 2011; Mondy & Martocchio, 2016; in Fillipo et al., 2022;)
	2. Fairness of the pay system	KO.2	
	3. Provision of incentives and performance bonuses	KO.3	
	4. Non-financial benefits and perks	KO.4	
	5. Timeliness of compensation payments	KO.5	
Job Satisfaction (Z)	1. Satisfaction with the work performed	KK.1	(Locke, 2011; Luthans, 2011; Stephen, 2015; in Irfan et al., 2022)
	2. Satisfaction with the work environment and conditions	KK.2	
	3. Satisfaction with the compensation system	KK.3	
	4. Satisfaction with working relationships with supervisors and colleagues	KK.4	
	5. Satisfaction with career development opportunities	KK.5	
Employee Performance (Y)	1. Quality of employee work output	KP.1	(Anwar, 2007; Bangun, 2012; in Pramesrianto et al., 2020)
	2. Quantity of work completed	KP.2	
	3. Responsibility	KP.3	
	4. Timeliness in every task	KP.4	
	5. Ability to work collaboratively	KP.5	

Data Analysis Methods

The data analysis method used in this study was *Partial Least Squares-Structural Equation Modeling* (PLS-SEM) using SmartPLS 3.0 software. PLS-SEM was chosen because it has several advantages, namely: (1) it does not assume the normality of multivariate data; (2) it is capable of testing models with a relatively small sample size; (3) it is suitable for testing predictive models; and (4) it is capable of simultaneously analyzing complex relationships between latent variables (Ghozali, 2021).

The PLS-SEM analysis in this study was conducted in two main stages. The first stage was *the outer model* (measurement model), which evaluated convergent validity. (*Average Variance Extracted*/AVE ≥ 0.50 and *factor loadings* ≥ 0.70), discriminant validity (*Fornell-Larcker Criterion* and *Heterotrait-Monotrait Ratio*/HTMT < 0.90), and reliability (*Cronbach's Alpha* ≥ 0.70 and *Composite Reliability*/CR ≥ 0.70). The second stage is *the inner model* (structural model), which evaluates path significance via *bootstrapping* (5,000 subsamples), the coefficient of determination (R^2), mediation effects (*VAF/Variance Accounted For*), and *predictive relevance* (Q^2).

RESULT AND DISCUSSION

Respondent Characteristics

The study sample consisted of 101 employees of Umrah travel agencies in Lampung Province. The respondent profile showed that the majority of respondents in this study were male, totaling 60 individuals (59.4%), while Woman as many as 41 people (40.6%). In terms of age, some big respondents are in the 21–30-year range that is as many as 41 people (40.6%), followed by age 31–40 years as many as 33 people (32.7%), aged 41–50 years as many as 22 people (21.8%), and over 50 years old as many as 5 people (5.0%). Based on level education, the majority respondents 55 people (54.5%) had a bachelor's degree, then 17 people (16.8%) had a master 's degree, 16 people had a D1–D3 degree (15.8%), and 13 people had a high school/vocational school degree (12.9%). Viewed from length of service, some big respondents own experience 2–5 years of work as many as 40 people (39.6%), followed by not enough from 2 years and 6–10 years each as many as 25 people (24.8%), and more from 10 years as many as 11 people (10.9%). Meanwhile that, based on position,

respondent dominated by staff operational as many as 32 people (31.7%), followed by marketing staff of 22 people (21.8%), staff administration as many as 20 people (19.8%), supervisors as many as 14 people (13.9%), and managers as many as 13 people (12.9%). This shows that respondents study dominated by employees with age productive, educated tall, and have experience enough work, and part big be at staff level operational for operate task service Umrah pilgrims professionally.

Measurement Model Test (*Outer Model*)

1. *Convergent Validity and Reliability Test*

Convergent validity was tested by examining the *outer loading* and *Average Variance Extracted* (AVE) values. An indicator is considered valid if the outer loading value is greater than 0.70 and the AVE value is greater than 0.50. Reliability testing uses *Cronbach's Alpha* and *Composite Reliability* (CR) values with a threshold of greater than 0.70. The results of the measurement model analysis using SmartPLS 4.0 are presented in Table 5 below.

Table 5: Results of Convergent Validity and Reliability Tests

Variables	Code	Questionnaire Statement	Outer Loading	Cronbach Alpha	rho_A	CR	AVE
Organizational Support (X1)	DO.1	The organization cares about my well-being as an employee.	0.884	0.885	0.889	0.917	0.689
	DO.2	The organization recognized my contributions.	0.718				
	DO.3	My supervisor provided support in completing the work.	0.788				
	DO.4	The facilities and work resources I need are readily available.	0.906				
	DO.5	The organization is fair in its policies and treatment of employees.	0.841				
Work Discipline (X2)	DK.1	I have a good attendance record at work.	0.872	0.899	0.911	0.925	0.713
	DK.2	I am always punctual in performing my work.	0.838				
	DK.3	I comply with applicable regulations and SOPs.	0.856				
	DK.4	I am responsible in carrying out my duties.	0.892				
	DK.5	I consistently work in accordance with the organization's standards.	0.760				
Compensation (X3)	KO.1	The salary I receive is commensurate with my workload.	0.823	0.915	0.933	0.936	0.746
	KO.2	The pay system in this organization is fair.	0.792				
	KO.3	I receive fair incentives and performance bonuses.	0.864				
	KO.4	I receive adequate non-financial benefits and perks.	0.937				
	KO.5	Compensation payments are made on time.	0.896				
Job Satisfaction (Z)	KK.1	I am satisfied with the work I do.	0.879	0.890	0.898	0.919	0.694
	KK.2	I am satisfied with my current work environment and conditions.	0.850				
	KK.3	I am satisfied with the compensation system provided.	0.866				
	KK.4	I am satisfied with my working relationship with my supervisor and coworkers.	0.809				

Variables	Code	Questionnaire Statement	Outer Loading	Cronbach Alpha	rho_A	CR	AVE
Employee Performance (Y)	KK.5	I am satisfied with the career development opportunities in this organization.	0.755	0.947	0.947	0.959	0.825
	KP.1	I am able to produce high-quality work.	0.878				
	KP.2	I am able to complete the work according to the target quantity.	0.902				
	KP.3	I take responsibility for the results of my work.	0.948				
	KP.4	I always complete my work on time.	0.877				
	KP.5	I am able to work well in a team.	0.935				

Source: Output SmartPLS 3.0 (Processed)

Based on Table 5, the test results indicate that all constructs in this study have met the criteria for convergent validity and reliability. This is evident from the *outer loading* values of each indicator, which generally exceed 0.70, thereby confirming that all indicators are valid for measuring the latent variables under investigation. Additionally, the *Average Variance Extracted* (AVE) values for each variable—Organizational Support at 0.689, Work Discipline at 0.713, Compensation at 0.746, Job Satisfaction at 0.694, and Employee Performance at 0.825, all exceeded the minimum threshold of 0.50, indicating that the constructs effectively explain the variance of the indicators. In terms of reliability, the *Cronbach's Alpha* and *Composite Reliability* (CR) values for all variables also show figures above 0.70, so it can be concluded that the research instrument has a high level of internal consistency and is reliable for use in further analysis.

2. Discriminant Validity

Discriminant validity was tested using two approaches: the *Fornell-Larcker Criterion* and the *Heterotrait-Monotrait Ratio* (HTMT). The results of the *Fornell-Larcker Criterion* test showed that the square root of the AVE for each variable was greater than the correlation between variables, thus meeting the criteria for discriminant validity. Furthermore, the HTMT values for all construct pairs were below 0.90, confirming that discriminant validity was well established. These results indicate that each latent variable in the model truly measures distinct concepts and does not overlap with one another.

Table 6. Results of the Discriminant Validity Test (Fornell-Larcker and HTMT)

Fornell-Larcker					
Variables	Work Discipline (X2)	Organizational Support (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Compensation (X3)
Work Discipline (X2)	0.845	-	-	-	-
Organizational Support (X1)	0.285	0.830	-	-	-
Job Satisfaction (Z)	0.509	0.500	0.833	-	-
Employee Performance (Y)	0.451	0.438	0.771	0.909	-
Compensation (X3)	0.405	0.308	0.615	0.656	0.864
Heterotrait-Monotrait Ratio					
Work Discipline (X2)	-	-	-	-	-
Organizational Support (X1)	0.309	-	-	-	-
Job Satisfaction (Z)	0.556	0.553	-	-	-
Employee Performance (Y)	0.478	0.476	0.805	-	-
Compensation (X3)	0.441	0.335	0.662	0.690	-

Source: Output SmartPLS 3.0 (Processed)

Based on Table 6, the results of the discriminant validity test indicate that all constructs in this study have met the established criteria. In the *Fornell-Larcker Criterion* test, the

square root of the AVE ($\sqrt{\text{AVE}}$) for each variable—namely Work Discipline (0.845), Organizational Support (0.830), Job Satisfaction (0.833), Employee Performance (0.909), and Compensation s (0.864)— were all higher than the correlation values between the other variables. This indicates that each construct has a good ability to distinguish itself from other constructs. Furthermore, the results of the HTMT test show that all inter-construct ratios are below the 0.90 threshold, with the highest value of 0.805 observed in the relationship between Job Satisfaction and Employee Performance. Thus, it can be concluded that this research model meets the criteria for discriminant validity, meaning that each latent variable clearly measures distinct concepts without overlapping among constructs.

Structural Model Testing (*Inner Model*)

Once the measurement model has been validated and found to be reliable, the next step is to evaluate the structural model, which includes testing the significance of *path coefficients*, the coefficient of determination (R^2), the mediation effect (VAF), and predictive relevance (Q^2).

1. Coefficient Determination (R^2)

Table 7. Results of the Coefficient of Determination Test

	R Square	R Square Adjusted
Job Satisfaction (Z)	0.537	0.523
Employee Performance (Y)	0.652	0.637

Source: Output SmartPLS 3.0 (Processed)

Based on the results of the coefficient of determination test, the *R-squared* (R^2) value for Job Satisfaction (Z) was 0.537 and the *adjusted R-squared* was 0.523. This indicates that, after adjusting for the number of independent variables, the model explains 52.3% of the variation in Job Satisfaction, while the remaining 47.7% is influenced by other variables outside the model. Meanwhile, for Employee Performance (Y), the *R-Square* value is 0.652 and the *Adjusted R-Square* is 0.637, meaning that simultaneously, the variables Organizational Support, Work Discipline, Compensation, and Job Satisfaction can explain 63.7% of the variation in Employee Performance, while the remaining 36.3% is influenced by other factors not examined in this study. In this study, the *Adjusted R-Square* is used as the primary reference because the model employs multiple independent variables simultaneously. An *Adjusted R-Square* value of 0.523 (moderate category) for Job Satisfaction and 0.637 (strong/high-moderate category) for Employee Performance indicates that the structural model possesses good explanatory power.

2. Hypothesis Testing (*Path Analysis*)

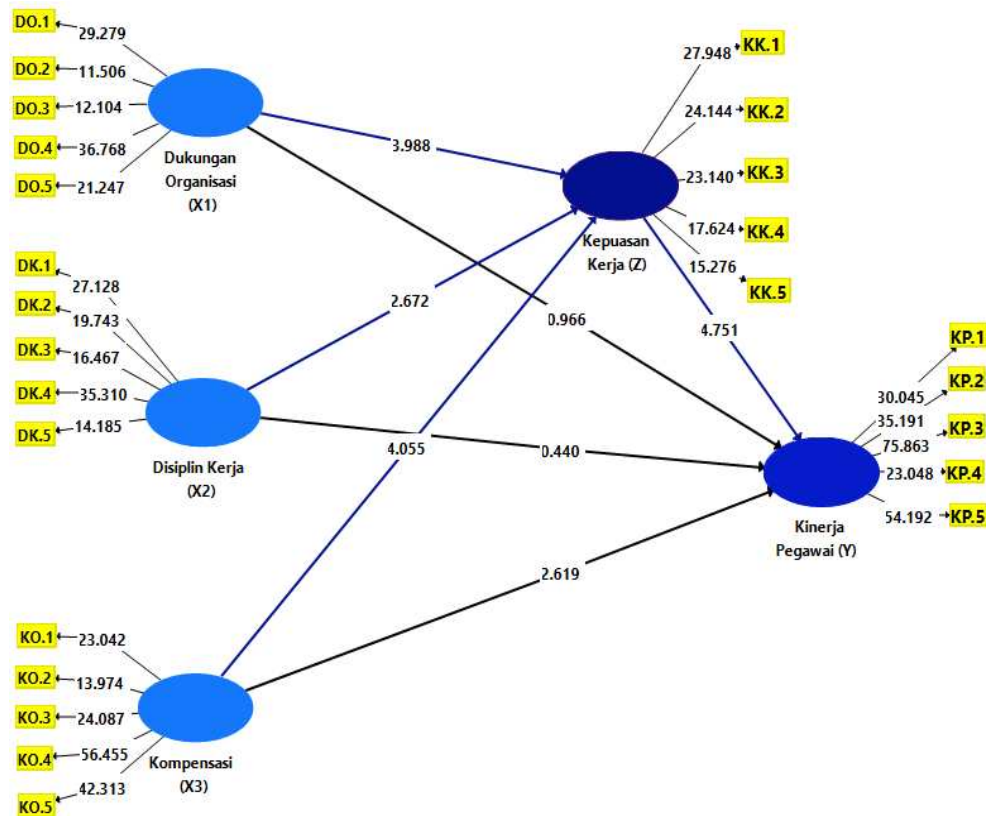


Figure 1. Path Diagram

Table 8. Hypothesis Test Results (*Path Coefficients*)

Hyp.	Path Structural	Coeff. (β)	T-Stat	P-Val	Decision
H ₁	X ₁ → Z	0,297	3,988	0,000	Accepted
H ₂	X ₂ → Z	0,254	2,672	0,008	Accepted
H ₃	X ₃ → Z	0,421	4,055	0,000	Accepted
H ₄	X ₁ → Y	0,069	0,966	0,334	Rejected
H ₅	X ₂ → Y	0,041	0,440	0,660	Rejected
H ₆	X ₃ → Y	0,286	2,619	0,009	Accepted
H ₇	Z → Y	0,539	4,751	0,000	Accepted

Source: Output SmartPLS 3.0 (Processed)

Based on the results of the hypothesis testing, it was found that Organizational Support (X1) has a positive and significant effect on Job Satisfaction (Z) with a coefficient (β) of 0.297, a t-statistic of 3.988, and a *p-value* of 0.000; therefore, H₁ is accepted. Work Discipline (X2) also has a positive and significant effect on Job Satisfaction (Z) with a coefficient of 0.254, a t-statistic of 2.672, and a *p-value* of 0.008, so H₂ is accepted. Furthermore, Compensation (X3) has a positive and significant effect on Job Satisfaction (Z) with a coefficient of 0.421, a t-statistic of 4.055, and a *p-value* of 0.000, so H₃ is accepted. However, Organizational Support (X1) on Employee Performance (Y) does not have a significant effect with a coefficient of 0.069, a t-statistic of 0.966, and a *p-value* of 0.334, so H₄ is rejected; likewise, Work Discipline (X2) on Employee Performance (Y) with a coefficient of 0.041, a t-statistic of 0.440, and a *p-value* of 0.660, so H₅ is rejected. Meanwhile, Compensation (X3) has a positive and significant effect on Employee Performance (Y) with a coefficient of 0.286, a t-statistic of 2.619, and a *p-value* of 0.009, so H₆ is accepted. Finally, Job Satisfaction (Z) was found to have a positive and significant

effect on Employee Performance (Y) with a coefficient of 0.539, a t-statistic of 4.751, and a *p*-value of 0.000, so H7, is accepted.

3. Mediation Effect Test

The mediation effect test was conducted using the *Variance Accounted For* (VAF) approach to determine the type of mediation (partial or full). The results of the mediation effect test are presented in Table 8.

Table 9. Hypothesis Test Results (*Specific Indirect Effects*)

Hyp.	Mediation Path	Coeff. (β)	T-Stat	P-Value	Decision
H8	$X_1 \rightarrow Z \rightarrow Y$	0,160	3,103	0,002	Accepted
H9	$X_2 \rightarrow Z \rightarrow Y$	0,137	2,631	0,009	Accepted
H10	$X_3 \rightarrow Z \rightarrow Y$	0,227	3,041	0,002	Accepted

Source: Output SmartPLS 3.0 (Processed)

Based on Table 9, the results of the effect test mediation show that Satisfaction Work (Z) Based on Table 9, the results of the mediation test indicate that Job Satisfaction (Z) acts as a mediating variable in the relationship between the exogenous variables (Organizational Support, Work Discipline, and Compensation) and Employee Performance (Y). In the mediation path from Organizational Support (X1) to Employee Performance (Y) through Job Satisfaction (Z), an indirect effect of 0.160 was obtained with a T-statistic of 3.103 and a *P*-value of 0.002 (<0.05), indicating that the mediation is significant. The direct effect of Organizational Support on Employee Performance was not significant (0.069; $P=0.334$) with a VAF value of 69.9%, indicating that Job Satisfaction fully mediates the influence of Organizational Support on Employee Performance. Thus, an increase in Organizational Support will improve Employee Performance if it first increases employee Job Satisfaction.

In the mediation path of Work Discipline (X2) on Employee Performance (Y) through Job Satisfaction (Z), an indirect effect of 0.137 was obtained with a T-statistic of 2.631 and a *P*-value of 0.009 (<0.05), indicating that the mediation is significant. Since the direct effect of Work Discipline on Employee Performance is not significant (0.041; $P=0.660$) and the VAF (Variance Accounted For) value is 77.0%, the type of mediation occurring is full mediation. This means that Work Discipline does not have a direct effect on Employee Performance, but it does have an indirect effect through Job Satisfaction.

Meanwhile, in the mediation path of Compensation (X3) on Employee Performance (Y) through Job Satisfaction (Z), an indirect effect value of 0.227 was obtained, with a T-statistic of 3.041 and a *P*-value of 0.002 (<0.05), indicating significant mediation. Unlike the previous two pathways, the direct effect of Compensation on Employee Performance was also significant (0.286; $P=0.009$) with a VAF value of 44.2%, indicating that the type of mediation occurring is partial mediation. This suggests that Compensation influences Employee Performance both directly and indirectly through Job Satisfaction. In other words, providing adequate compensation can directly improve employee performance, while also increasing job satisfaction, which in turn leads to improved performance.

Discussion

1. H1: Organizational Support for Job Satisfaction

Organizational support was found to have a positive and significant effect on job satisfaction with a path coefficient of 0.297 and a *p*-value of 0.000. This finding is consistent with the study (Berdiana et al., 2022) which found that perceived organizational support has a positive effect on employee job satisfaction in the port services sector.

2. H2: Work Discipline on Job Satisfaction

Work discipline was found to have a positive and significant influence on job satisfaction with a coefficient of 0.254 and a *p*-value of 0.008. This study is supported by

(Camelie et al., 2023), which states that work discipline is one of the determining factors of employee job satisfaction. (Paramarta et al., 2021) also found that work discipline significantly influences job satisfaction through leadership mediation. In an Umrah travel agency, employees who have good attendance, are punctual, adhere to SOPs, and are responsible for their tasks tend to feel more satisfied due to the order and certainty in the work environment.

3. H3: Compensation on Job Satisfaction

Compensation was found to have a positive and significant influence on job satisfaction with the highest coefficient (0.421) among the exogenous variables and a *p-value* of 0.000. These results align with (Fillipo et al., 2022) which concluded that compensation has a positive and significant influence on employee job satisfaction at PT. Auto Prima Jaya. (Gunawan et al., 2024) also confirmed that fair compensation commensurate with workload enhances job satisfaction. In the context of an Umrah travel agency, appropriate salary levels, fairness in the wage system, and timely compensation payments are key factors influencing employee job satisfaction.

4. H4: Organizational Support for Employee Performance

This hypothesis is rejected because the analysis results indicate that organizational support does not have a significant direct effect on employee performance, with a coefficient ($\beta=0.069$; $p=0.334$). This finding aligns with (Berdiana et al., 2022) which reported that *perceived organizational support* does not directly influence employee performance. (Narwastu et al., 2023) also found that POS does not have a direct effect on OCB (which is part of extra-role performance) without going through a mediating variable. This indicates that in the context of Umrah travel agencies, organizational support needs to be internalized into job satisfaction first before it impacts employee performance.

5. H5: Work discipline and Employee Performance

The results of the study reject the fifth hypothesis, meaning that work discipline does not have a significant direct effect on employee performance, with a coefficient of ($\beta=0.041$; $p=0.660$). This hypothesis is rejected. These results differ from the findings of (Rinur & Tumanggor, 2025) which found a significant yet low (8.7%) negative correlation between work discipline and civil servant performance. However, that study also noted that performance is more heavily influenced by other factors such as work motivation, job satisfaction, leadership, and workload. In this study, the lack of significance in the direct effect of work discipline on performance indicates that work discipline requires job satisfaction as a mediating variable to influence the performance of employees at an Umrah travel agency.

6. H6: Compensation and Employee Performance

Compensation was found to have a positive and significant effect on employee performance with a coefficient of 0.286 and a *p-value* of 0.009. These results align with (Nurpibadi et al., 2024; Permatahati & Indiyati, 2024), which state that compensation has a positive and significant effect on employee performance. (Hutabarat et al., 2023) also confirms that compensation is one of the main determinants of employee performance, along with competence and work motivation. In Umrah travel agencies, the provision of incentives, bonuses, and adequate allowances directly encourages employees to improve productivity and work quality.

7. H7: Job Satisfaction on Employee Performance

Job satisfaction was found to have a positive and significant effect on employee performance, with a coefficient of 0.539 and a *p-value* of 0.000. These findings are consistent with Irfan et al. (2022), which reported that job satisfaction has a positive effect on employee performance through OCB as a mediating variable. Carvalho et al. (2020) also confirms that motivation and job satisfaction are the primary drivers of employee performance. Consistent

with the results Susanto and Suryawan (2023). achievement reflects a deep sense of satisfaction with the work performed, thereby enabling tasks to be completed more quickly and yielding better results. Performance is crucial for corporate organizations. Performance is crucial for corporate organizations. This is because good employees tend to work carefully and meticulously, so high performance can reduce the rate of workplace accidents. Therefore, they work in accordance with established procedures. In the context of an Umrah travel agency, employees who are satisfied with their work, work environment, compensation, interpersonal relationships, and career opportunities tend to demonstrate superior performance.

8. H8: Job Satisfaction Mediates The Effect of Organizational Support on Employee Performance

This hypothesis was supported by a significant indirect effect (0.160; $p=0.002$) and full mediation (VAF=69.9%), indicating that job satisfaction acts as *a full mediator* in the relationship between organizational support and employee performance. These results align with the study (Berdiana et al., 2022) which found that job satisfaction mediates the effect of organizational support on employee performance. *The systematic literature review* (Tamimi et al., 2023) also concluded that organizational support influences performance through mediating mechanisms such as job satisfaction and organizational commitment. In umrah travel agencies, the organizational support perceived by employees does not directly improve performance; rather, it must first increase job satisfaction.

9. H9: Job Satisfaction Mediates The Effect of Work Discipline on Employee Performance

This hypothesis was accepted with a significant indirect effect (0.137; $p=0.009$) and full mediation (VAF=77.0%), indicating that job satisfaction acts as *a full mediator* in the relationship between work discipline and employee performance. These findings enrich the research (Rinur & Tumanggor, 2025) which found a negative and weak relationship between work discipline and performance. That study concluded that performance is more influenced by job satisfaction, motivation, and leadership. The results of this study confirm that work discipline requires job satisfaction as a transmission mechanism to influence the performance of employees at Umrah travel agencies.

10. H10: Job Satisfaction Mediates The Effect of Compensation on Employee Performance

This hypothesis was accepted with a significant indirect effect (0.227; $p=0.002$) and partial mediation (VAF=44.2%), indicating that job satisfaction acts as *a partial mediator* in the relationship between compensation and employee performance. These results align with Sembiring & Setyawan (2024), which found that job satisfaction partially mediates the effect of compensation on employee performance in star-rated hotels. Gunawan et al. (2024) also reported that job satisfaction acts as an intervening variable between compensation and employee performance. In Umrah travel agencies, compensation affects performance both directly and indirectly through an increase in job satisfaction.

CONCLUSION

Based on the research findings and discussion, it can be concluded that the model of employee performance determinants through job satisfaction from a human resource management perspective at Umrah travel agencies in Lampung has been empirically validated. Organizational support, work discipline, and compensation were found to have a positive and significant effect on job satisfaction and employee performance, both directly and indirectly through job satisfaction as a mediating variable. Job satisfaction acts as a partial mediator, indicating that employees' psychological mechanisms are one of the key pathways in shaping employee performance, though it does not rule out the possibility of

direct influence pathways. Based on the research findings and discussion regarding the influence of organizational support, work discipline, and compensation on employee performance at Umrah travel agencies in Lampung Province, with job satisfaction as the mediating variable, it can be concluded that organizational support, work discipline, and compensation have a positive and significant influence on job satisfaction. However, only compensation was found to have a direct effect on employee performance, while organizational support and work discipline do not have a direct effect on performance. Job satisfaction was found to act as a crucial mediating variable; it fully mediates the effects of organizational support and work discipline on performance and partially mediates the effect of compensation on performance. This confirms that psychological factors (satisfaction) serve as an indispensable bridge in translating managerial factors (support, discipline, and rewards) into tangible work outcomes.

Based on these findings, the recommendation for the management of Umrah travel agencies is to prioritize employee job satisfaction. Since organizational support and work discipline are only effective in improving performance if employees are satisfied, management should not merely enforce strict rules or provide benefits but must ensure that these policies are well received by employees. Furthermore, given that compensation has a strong direct influence, companies need to review their payroll and incentive systems to ensure they remain competitive and fair. The HR management approach in this sector must be holistic: simultaneously improving financial rewards (compensation), maintaining work standards (discipline), and providing attention (organizational support) to ensure employee satisfaction, which in turn will optimize service performance for Umrah pilgrims.

The findings of this study offer several practical implications for Umrah travel agency managers. First, management needs to enhance organizational support by providing adequate work facilities, regular training programs, and transparent communication between management and employees. Second, enforcement of work discipline must be consistent yet humane, emphasizing guidance over punishment. Third, the compensation system needs to be aligned with market standards and reinforced with non-financial components such as recognition, career development, and a conducive work environment. Fourth, management needs to pay special attention to creating employee job satisfaction through various programs, such as job rotation, participation in decision-making, and work-life balance programs. Fifth, the employee performance determinant model developed in this study can serve as a reference framework for formulating integrated and evidence-based HR policies at Umrah travel agencies.

REFERENCES

- Afandi, P. (2016). *Concept & indicator human resources management for management research*. Sleman : Deepublish.
- Amelya, S. (2021). Kebijakan Integratif Penanggulangan Tindak Pidana Penipuan Oleh Travel Ibadah Umroh. *PANJI KEADILAN Jurnal Ilmiah Nasional Mahasiswa Hukum*, 4(1).
- Anwar, P. M. (2007). *Evaluasi Kinerja Sumber Daya Manusia* (Cetakan ke). Bandung: PT Refika Aditama.
- Ariani, D. W. (2023). Employee performance based on compensation, job satisfaction, and organizational support: A systematic literature review. *Journal of Economics and Management*, 19(3), 202–213. <https://doi.org/10.32996/jem.2023.6.1>
- Bangun, W. (2012). *Manajemen sumber daya manusia*. Jakarta: Erlangga.
- Basir, A. (2025). The influence of human resource management, organizational commitment, and work discipline on employee performance mediated by job satisfaction.

- International Journal of Artificial Intelligence Research*, 9(1), 1–12.
<https://doi.org/10.56472/2579-7298/ijair.9.1>
- Berdiana, M., Wijayati, D. T., & Witjaksono, A. D. (2022). The influence of perceived organizational support, job satisfaction, and organizational citizenship behavior on employee performance. *International Journal of Multicultural and Multireligious Understanding*, 9(6), 314–324. <https://doi.org/10.18415/ijmmu.v9i6.3899>
- Camelie, N. P., Karyatun, S., & Digdowiseiso, K. (2023). Analysis of work motivation, work discipline, job satisfaction and job loyalty to the performance of employees of PT. Matahari Department Store East Jakarta. *Syntax Admiration*, 4(4), 679–689.
- Carvalho, A. D. C., Riana, I. G., & Soares, A. D. C. (2020). Motivation on job satisfaction and employee performance. *International Research Journal of Management, IT & Social Sciences*, 7(5), 13–23. <https://doi.org/10.21744/irjmis.v7n5.960>
- Dessler, G. (2017). *Human Resource Management*. United Kingdom: Pearson Education Inc.
- Dwi Ariani, E. D. (2023). Pengaruh Apresiasi dan Motivasi Kerja terhadap Produktivitas Karyawan: Peran Pendidikan Non-Formal sebagai Moderator. *Jurnal Manajemen Dan Keorganisasian*, 10(1).
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71.
- Fahmi, M., Sutrisno, H., & Yuniarti, D. (2018). Leadership style and organizational culture on employee performance. *Inovator*, 7(1), 90. <https://doi.org/10.32832/inovator.v7i1.1462>
- Fibrianti, N., & Kamal, U. (2020). the Relationship of Agencies in Organizing of Umroh Travel in Indonesia and The Potential of Consumer Right Violation. *International Journal of Business, Economics and Law*, 21(5), 12–19.
- Fillipo, Yusianto, Y., & Ekawati, S. (2022). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Kepuasan Kerja Karyawan PT. Auto Prima Jaya. *Jurnal Manajerial Dan Kewirausahaan*, 04(01), 107–114. <https://doi.org/10.24912/jmk.v4i1.17172>
- Ghozali, I. (2021). *Structural equation modeling: metode alternatif dengan partial least square (PLS)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gunawan, E. F., Sudarmiatin, S., & Churiyah, M. (2024). The effect of work-life balance and compensation on employee performance through job satisfaction as an intervening variable. *Ilomata International Journal of Management*, 5(1), 749–765. <https://doi.org/10.52728/ijjm.v5i1.1057>
- Hair, J. F. (2020). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. SAGE Publications.
- Hutabarat, L., Sihombing, N. S., Herlambang, S. P., Siregar, P. N. U. S., & Sitompul, J. (2023). The effect of competence, compensation, workload, and work motivation toward employee performance. *International Journal of Finance, Economics, and Business*, 2(1), 84–92.
- Irfan, M., Lewangka, O., & Amar, Y. (2022). The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as a Variable Mediation at Pt. Borwita Citra Prima Makassar. *Hasanuddin Journal of Applied Business and Entrepreneurship (HJABE)*, 5(2), 23–36. <https://journal.unhas.ac.id/index.php/hjabe/article/view/21706>
- Kasperczuk, A., & Ćwiakała, M. (2025). The role of work-life balance in effective business management. *Scientific Papers of Silesian University of Technology*, 215, 1–10. <https://doi.org/10.29119/1641-3466.2025.215.9>
- Kasperczuk, A., Ćwiakała, M., & Górka, E. (2025). Analysis of work-life balance and job satisfaction in improving employee performance mediated by work motivation.

- Almana: Jurnal Manajemen Dan Bisnis*, 9(1), 141–154.
<https://doi.org/10.36555/almana.v9i1.2798>
- Locke, E. A. (2011). *The nature and the causes of job satisfaction*. New York: John Wiley and Sons.
- Luthans, F. (2011). *Organizational Behavior*. New York: McGraw-Hill Company.
- Malayu S.P. Hasibuan. (2016). *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara.
- Marnisah, L., Manafe, G. Z., Riwu Kore, J. R., & Alie, J. (2025). Employee performance based on compensation, discipline, and competency in the regional secretariat of Kupang City. *Bima Journal: Business, Management, and Accounting Journal*, 6(1), 339–356. <https://doi.org/10.37638/bima.6.1.339-356>
- Milkovich, G. T., Newman, M., & Gerhart, B. (2011). *Compensation (10th Edition)*. Singapore: McGraw-Hill.
- Mondy, R. W., & Martocchio, J. J. (2016). *Human Resource Management (14th Edition)*. United Kingdom: Pearson Education Inc.
- Nabila, A. F., & Mulyana, O. P. (2025). The Relationship Between Perceived Organizational Support and Work Engagement on Employee. *Character : Jurnal Penelitian Psikologi*, 12(01), 193–201. <https://doi.org/10.26740/cjpp.v12n1.p193-201>
- Narwastu, V. Y., Widjaja, D. C., & Setiawan, R. (2023). The Effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB) through Employee Development (ED) and Organizational Commitment (OC) as Mediation Variables for Education Staff at One of the Private Higher Education (PTS) . *Jurnal Manajemen Dan Organisasi (JMO)*, 14(2), 139–160. <https://doi.org/10.29244/jmo.v14i2.42113>
- Nurpribadi, G., Rulianti, E., & Al Banteni, F. R. (2024). The influence of compensation, motivation, and work discipline on employee performance. *Ilomata International Journal of Management*, 5(1), 294–307. <https://doi.org/10.52728/ijjm.v5i1.1057>
- Paramarta, W. A., Gunstri, N. M., Laswitarni, N. K., & Tegmini, I. G. J. (2021). The effect of leadership and work discipline on employee performance through job satisfaction at National Civil Service Agency Regional Office X Denpasar. *Journal of Economics and Business Letters*, 1(3), 34–43. <https://doi.org/10.32479/jeb1.11364>
- Permatahati, M. N., & Indiyati, D. (2024). The influence of compensation and work discipline on employee performance at PT Sygma Exa Grafika. *Journal of Business and Management Studies*, 6(1), 220–229. <https://doi.org/10.32996/jbms.2024.6.1.15>
- Pramesrianto, A., Edward, & Amin, S. (2020). Pengaruh pengembangan sumber daya manusia dan kemampuan kerja terhadap kinerja karyawan PT. Jambi Media Grafika “Tribun Jambi.” *Jurnal Dinamika Manajemen*, 8(3), 97–106. <https://doi.org/10.22437/jdm.v8i3.17140>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Rhodiyah, K. L., & Hasib, F. F. (2017). Penerapan Promotional Mix Pada Biro Perjalanan Umroh/Haji Shafira Tour dan Travel Surabaya Menurut Persfektif Islam. *Jurnal Ekonomi Syariah Teori Dan Terapan*, 3(1), 1–15.
- Rinur, R. D., & Tumanggor, B. F. (2025). Pengaruh Disiplin Kerja Pegawai Negeri Sipil Terhadap Kinerja Pegawai di Kantor Walikota Administrasi Jakarta Pusat. *Jurnal Sumber Daya Aparatur*, 7(2), 147–164. <https://doi.org/10.32834/jsda.v7i2.969>
- Rivai, V., & Sagala, E. J. (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik Edisi Kedua*. Jakarta: Grafindo Persada.
- Robbins, P. S., & Judge, T. A. (2017). *Organizational Behaviour, Edisi. 13, Jilid 1*. Jakarta: Salemba Empat.

- Sadeghi, S. (2025). Employee well-being in the age of AI: Perceptions, concerns, behaviors, and outcomes. *Scientific Papers of Silesian University of Technology*, 215, 1–10. <https://doi.org/10.29119/1641-3466.2025.215.9>
- Sembiring, D. T., & Setyawan, A. (2024). The effect of job satisfaction and compensation on employee performance with work motivation as mediation in 4-star hotels Batam City. *COSTING: Journal of Economic, Business and Accounting*, 7(3), 3933–3941. <https://doi.org/10.32996/jbms.2024.6.1.15>
- Stephen, R. (2015). *Organizational Behavior*. Jakarta: Salemba Empat Publishers.
- Suryawan, R. F., Assagaf, A., Suyanto, Sukesi, & Riyadi, S. (2025). Enhancing Company Value through Customer Loyalty in Umrah Travel Agencies. *Jurnal Ilmiah Manajemen Kesatuan*, 13(4), 2781–2794. <https://doi.org/10.37641/jimkes.v13i4.3517>
- Susanto, P. C., Syailendra, S., & Suryawan, R. F. (2023). Determination of Motivation and Performance: Analysis of Job Satisfaction, Employee Engagement and Leadership. *International Journal of Business and Applied Economics (IJBAE)*, 2(2), 59–68. <https://doi.org/https://10.55927/ijbae.v2i2.2135>
- Sutrisno, B., Hartono, R., & Wibowo, A. (2021). Pengaruh disiplin kerja terhadap produktivitas karyawan. *Jurnal Manajemen Dan Bisnis Indonesia*, 9(3), 150–158.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Prananda Media Group.
- Tamimi, M., Tamam, M. B., & Sopiah. (2023). The effect of organizational support on employee performance: A systematic literature review. *Asian Journal of Economics and Business Management*, 2(2), 250–256. <https://doi.org/10.53402/ajeblm.v2i2.337>
- Usu, I., Lamuda, I., & Rahayu, L. (2024). The effect of compensation, motivation, and work discipline on employee performance at PT. Agro Artha Surya with job satisfaction as an intervening variable. *International Journal of Education, Social Studies, And Management (IJESSM)*, 4(2), 511–523. <https://doi.org/10.52121/ijessm.v4i2.278>
- Wiyono, D., Dewi, D. A., & Ambiapuri, E. (2025). Strategic ESG-driven human resource practices: Transforming employee management for sustainable organizational growth. *Journal of Human Resource Management*, 13(2), 178–195. <https://doi.org/10.33830/jom.v21i1.9786.2025>
- Zainal, A., Prasetyo, B., & Sari, D. (2019). Pengaruh disiplin kerja terhadap kinerja karyawan. *Jurnal Manajemen Dan Bisnis*, 7(2), 123–130.