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Analysis of Risk-Based Bank Rating as A Predictor of Stock Return Moderated Trading Volume

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ABSTRACT

Purpose – This study aims to empirically examine the effect of compensation, coaching development, and work environment on motivation, as well as the effect of compensation, coaching development, work environment, and motivation on employee satisfaction at PT Trimitra Wahana Sukses

Methodology/approach – This study employs a quantitative approach with a descriptive research design. The population consists of 300 employees, and using the Slovin formula with a 5% margin of error, a sample of 171 respondents was obtained from PT Trimitra Wahana Sukses. The sampling technique used was proportionate stratified random sampling across each department. Data were collected through a survey method by distributing questionnaires to respondents. The data analysis technique used was Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the assistance of SmartPLS 4.1.1.6 software.

Findings – The results of the study indicate that: (1) Compensation has a positive and significant effect on motivation, (2) Coaching development has a positive and significant effect on motivation (3) Work environment has a positive and significant effect on motivation (4) Compensation has a positive and significant effect on employee satisfaction (5) Coaching development has a positive and significant effect on employee satisfaction (6) Work environment has a positive and significant effect on employee satisfaction, with a coefficient (7) Motivation has a positive and significant effect on employee satisfaction

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INTRODUCTION

Human Resources refers to the human element involved in a company or company, which includes employees or workforce. The concept of Human Resources encompasses various aspects, from Human Resource management to the development and empowerment of individuals in the work environment. Human Resource Management involves the recruitment and selection of employees. This process includes not only the search for individuals who fit the company's needs but also an assessment of skills, expertise, and other characteristics.

Human Resource Management also includes the development of company policies and procedures related to staffing, including compensation arrangements and benefits for employees. Human Resource Development is a crucial aspect in increasing productivity and company performance. This includes and employee development, the creation of a coaching development program, as well as individual capacity building to improve employee skills and knowledge. According to Umi (2023) Human Resource Planning has an important role in achieving company goals, because quality human resources in accordance with needs is one of the key factors in the success of a company. By effectively planning for Human Resources, companies can avoid labor shortages, increase productivity, and ensure long-term sustainability.

The era of globalization and free markets has brought significant changes in business dynamics in various sectors, including the distribution and stock industries of goods. Globalization opens up opportunities as well as challenges through increasingly open international market integration, increasingly fierce competition, and rapid technological developments. Companies engaged in the distribution and stock of goods are required to not only be able to provide products on time and in appropriate quantities, but also ensure operational efficiency in order to compete in an increasingly competitive market.

In the context of free markets, the flow of goods, services, and information moves rapidly across countries, so distribution companies must be able to respond to consumer needs more flexibly, effectively, and in high quality. Competition comes not only from local companies, but also from foreign companies that have more advanced technology, integrated management systems, and more skilled human resources. This requires distribution companies to improve service quality, strengthen logistics networks, and implement efficient stock management systems to stay able to survive and grow.

Table 1 Compensation 2025

| Yes | Indicator | Assessment Criteria | Percentage Score | Quantitative Value | Remarks |
|-----|---------------|--|------------------|--------------------|--|
| 1 | Wages | Suitability of wages with work loads and risks | 45,00% | C | Wages do not reflect the level of work risk, the demands of technical precision, and the target pressure of the delivery of flange and fitting materials for oil and gas, energy, mining and petrochemical industry projects |
| 2 | Salary | Eligibility for the basic salary between divisions | 72,00% | B | The basic salary of the majority of employees still refers to the North Jakarta UMR, with slight adjustments based on position, but has not taken |

| | | | | | |
|---|-----------------|---|--------|---|---|
| | | | | | into account the complexity of technical and operational work |
| 3 | Benefits | Adequacy and equitable distribution of benefits | 42,00% | C | Health, transportation, and occupational risk benefits are still limited and have not fully supported field activities, heavy material warehouses, and quality control |
| 4 | Bonus | Clarity and consistency of bonus giving | 81,00% | A | Bonuses are given based on project achievements, sales volume, and the accuracy of delivery of industrial products, although they are not routine and depend on the company |

Source: *PT Trimitra Wahana Sukses North Jakarta 2025*

The Compensation classification is based on the benchmarks A (Excellent) = 80%-100%, B (Good) = 60%-79.99%, and C (Adequate) = <60%. Source: **PT Trimitra Wahana Sukses North Jakarta 2025**). **PT Trimitra Wahana Sukses's** compensation shows an extreme polarization between the Satisfaction-based reward component and the basic component (wages, salary, benefits, bonuses) that pose a high turnover risk .

Compensation at **PT Trimitra Wahana Sukses** shows that the reward system places more emphasis on the performance-based component, especially **bonuses**, than on strengthening basic compensation such as **wages and benefits**. Employees are encouraged to meet project targets, sales volume, and accuracy of material delivery in order to earn additional bonuses. However, at the same time, basic employee security and satisfaction have the potential to be compromised due to wages and benefits that do not fully reflect workloads, operational risks, and the demands of technical rigor in the heavy industrial sector that companies run. This condition opens the risk that employees with good competence and experience may look for alternative jobs that offer more stable and adequate regular compensation.

LITERATURE REVIEW

The development of coaching applied at PT Trimitra Wahana Sukses is basically inseparable from the conditions of the work environment where employees carry out their daily activities. Although coaching aims to help employees improve individual achievement and well-being, its effectiveness is greatly influenced by the work situations and atmosphere that employees face directly. A supportive work environment will strengthen coaching outcomes because employees have a safe and conducive space to apply direction, reflection, and behavioral changes obtained during the coaching process. Conversely, when the work environment is uncomfortable, stressful, or lacking in support, the benefits of coaching tend to be short-lived and difficult to realize consistently. Therefore, the discussion of the work

environment becomes relevant as a continuation of coaching development, because the two are interrelated in shaping work experience and overall employee satisfaction.

According to Budiasa (2021), the work environment is everything that exists around employees at work, whether physical or non-physical, directly or indirectly, which can affect themselves and the employee's work while working.

The development of coaching applied at PT Trimitra Wahana Sukses is basically inseparable from the conditions of the work environment where employees carry out their daily activities. Although coaching aims to help employees improve their target achievement and individual well-being, their effectiveness is greatly influenced by the work situations and atmosphere that employees face directly. A supportive work environment will strengthen coaching outcomes because employees have a safe and conducive space to apply direction, reflection, and behavioral changes obtained during the coaching process. Conversely, when the work environment is uncomfortable, stressful, or lacking in support, the benefits of coaching tend to be short-lived and difficult to realize consistently. Therefore, the discussion of the work environment becomes relevant as a continuation of coaching development, because the two are interrelated in shaping work experience and overall employee satisfaction.

The work atmosphere in the company should be able to provide psychological comfort and a sense of security for employees so that they can work optimally. The conditions that occurred at PT Trimitra Wahana Sukses show that there is a sharp psychosocial gap. Relationships between employees formally look harmonious, but in practice there is still high work pressure and communication patterns that tend to take place in one direction. The work environment is also often colored by unhealthy competition and lack of appreciation between colleagues, thus creating tension that is not directly visible. The gap between expectations for a collaborative work culture and the reality of a stressful work environment is one of the obstacles for employees to achieve optimal work performance.

Adequate infrastructure and technology support is an absolute requirement for work efficiency in the modern era. However, the reality on the ground shows that there is a significant gap in facilities, where the availability of work equipment is often not proportional to the volume of tasks assigned. Available facilities are often technologically outdated or in conditions that require improvement, so instead of speeding up work, these shortcomings actually hinder productivity. The gap between the standardization of the company's operations and the limitations of physical equipment in the field creates work frustration, which proves that the material aspects of the work environment still do not fully support the functional needs of employees.

To achieve these achievements in a sustainable manner, companies not only need the right business strategy, but also the management of human resources that are able to maintain quality. One of the main factors that affect employee consistency is motivation. Motivation also needs to be carried out in a company, where all activities and tasks if based on high motivation will also be high and vice versa. In order for a person to want to do a job, the person needs to be motivated. Motivation is a state or condition that encourages, stimulates or moves a person to do an activity so that they can achieve their goals.

METHODOLOGY

According to Sugiyono (2016) states that "the object of research is: The object of research is an attribute, trait or value of a person, object or activity that has certain variables that are determined to be studied and conclusions drawn". Based on the above statement, it is concluded that the object of research is a goal that the researcher wants to achieve to obtain data with a certain purpose and use about something. In this study, the author took the title of the research, namely, "The Influence of Compensation, Coaching Development and Work

Environment on Employee Satisfaction through Motivation at PT Trimitra Wahana Sukses". In accordance with the title of the study, this study consists of five variables, namely three independent variables, one variable and one intermediate variable (intervening) and one dependent variable. The research objects that became independent variables were Compensation (X_1) and Coaching development (X_2) and work environment (X_3) while the dependent variables were employee satisfaction (Y) and Motivation intervening variable (Z), this research will be conducted at PT Trimitra Wahana Sukses.

Research design is basically a scientific way to obtain data with a specific purpose and use. The research design begins with a preliminary study that is useful to identify the facts and problems that exist in the research site. Next, by compiling a framework of thinking and establishing a research hypothesis. Based on this, there are four keywords that are considered, namely scientific methods, data, the purpose and usefulness of a scientific/technical method used to obtain data about an object from research that has the purpose of solving a problem, according to Sugiyono in Hidayatullah, A (2022). The following is the design flow of this research, including:

In this study, the researcher used data collection techniques with library research and field research. Literature research is conducted to obtain data on theories that support research. Meanwhile, field research was carried out to find out the conditions that occurred in the field more clearly and compare with the theories that had been obtained.

The data collection instrument used is a questionnaire, which is a data collection instrument that is carried out by agreeing on questions or written statements to respondents for Sugiyono, (2017) to answer.

The measurement scale in this study uses the Likert scale. Scale is a method used to measure attitudes, opinions, and perceptions of a person or a group of people about social phenomena Sugiyono (2017).

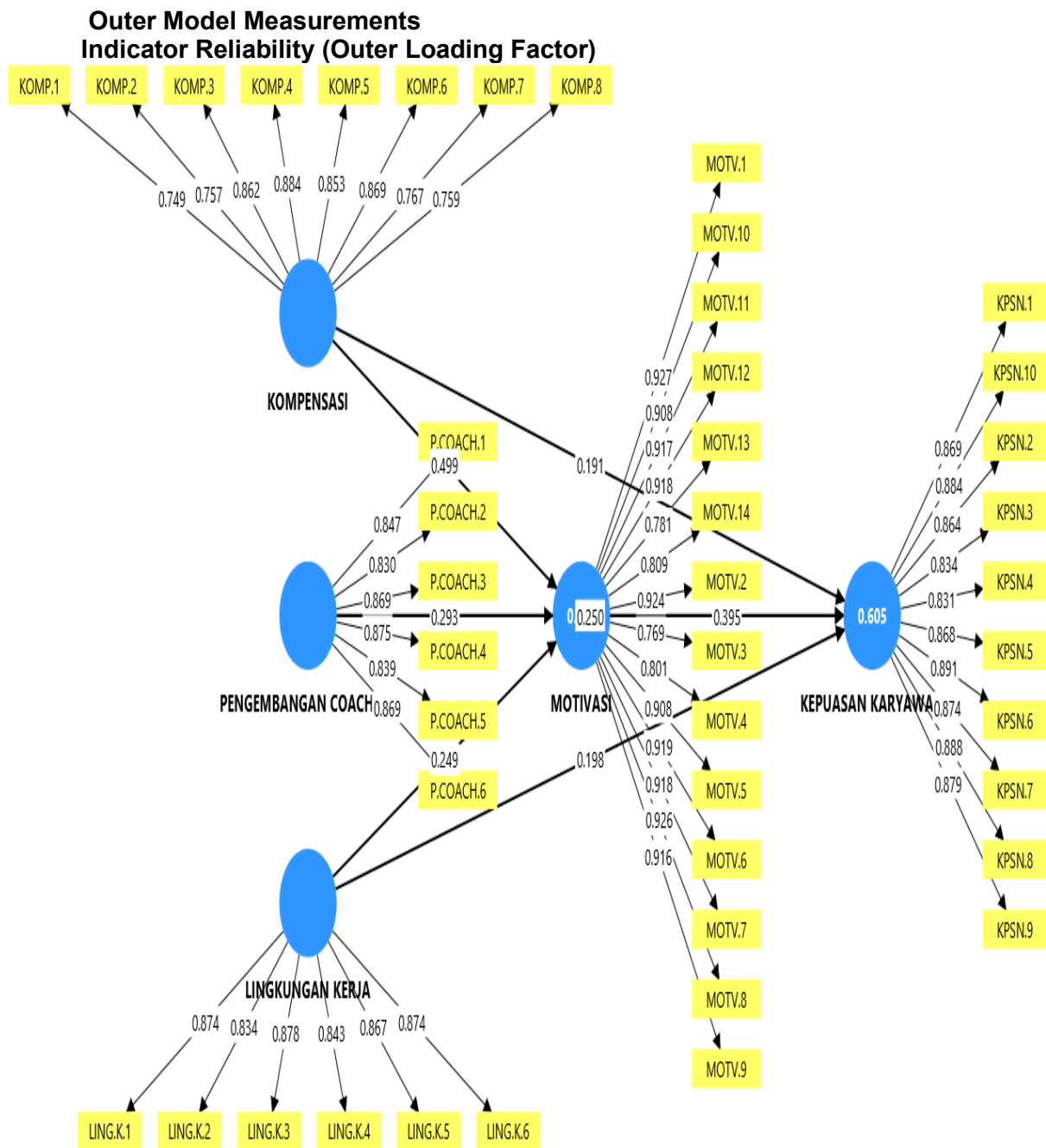
RESULT AND DISCUSSION

This research takes place at **PT Trimitra Wahana Sukses** Jakarta the scope of this research only collects and researches data that is closely related to the title of this thesis, namely, Compensation analysis, coaching development, Work Environment, Towards Employee Satisfaction Through Motivation in Employees **of PT Trimitra Wahana Sukses** Jakarta, this research will be conducted on employees **of PT Trimitra Wahana Sukses** Jakarta. Thus, **PT Trimitra Wahana Sukses** Jakarta is located at the Rukan Mahkota Ancol Complex Blok D No. 39 Jl. R.E Martadinata North Jakarta 14420 Indonesia.

PT Trimitra Wahana Sukses, or better known as "TWS", since 2000 has built a track record as a distributor and supplier of world-class quality duct pipes, fittings, and flanges for the oil & gas, energy & power generation, mining & engineering, chemical & petrochemical, and marine industries. TWS is a piping specialist that has a complete range of duct pipes and pipe fittings ready to meet the ever-increasing needs of industries around the world. We supply more than 300 types of conduit pipes and pipe fittings consisting of more than 8,000 items in various material grades and dimensions compliant with ASME, ASTM, ANSI, API, MSS, and NACE specifications with appropriate factory test certificates to certify the best quality of our supplies. With full support from the world's leading cast and forged steel valve manufacturers: gate valves, check valves, bellow seal valves, globe valves, ball valves, butterfly valves, actuator valves, and accessories; Our company also has very strong support from other valve manufacturers that specialize in producing "plug" valves, namely diamond-type DBB plug valves that expand without lubrication and lubricated single/double tapered plug valves. With this wide range of quality products plus piping materials such as pipes, fittings and flanges as well as our exceptional knowledge and excellent after-sales service, we are confident of

positioning ourselves as your preferred total solution provider for valves and their accessories, including piping materials.

The sample in this study amounted to 171 respondents who were employees of **PT Trimitra Wahana Sukses** Jakarta. This number was obtained based on calculations using the Slovin formula with a margin of error of 5%, so that the number of respondents taken met the statistical requirements to adequately represent the research population. The employee population of **PT Trimitra Wahana Sukses** is spread across several divisions, namely Production with 130 employees, Warehouse & Logistics with 65 employees, Sales & Marketing with 35 employees, QA/QC with 32 employees, Finance & Accounting with 16 employees, Procurement with 10 employees, HRD & GA with 4 employees, QMR & HSE with 5 employees, and Personal Assistant & Administration with 3 employees.



The first stage of testing carried out is to measure *the reliability indicator* by looking at *the outer loading factor* which describes the correlation value between the indicator and its construct. The results of data processing with smart PLS showed that in each indicator, the *outerloading factor* had a value of > 0.70 which was said to be ideal which means that the indicator is valid in measuring its construct. The results of data processing showed that all indicators showed *that the outerloading factor* had a value of > 0.70 .

Based on the results of data processing using the SEM-PLS method, a structural model and the relationship between latent variables were obtained that illustrate the relationship between research indicators. It can be seen as shown in Figure 4.1 above and Table 4.9 outer loading matrix below.

Table 2 Validity Testing based on Outer Loading

| Variable | Indicator | Questions | Loading Factor | Remarks |
|---------------------------|--|-----------|----------------|---------|
| Compensation (X1) | Wages | Comp.1 | 0.749 | Valid |
| | | Comp.2 | 0.757 | Valid |
| | Salary | Comp.3 | 0.862 | Valid |
| | | Comp.4 | 0.884 | Valid |
| | Bonus | Comp.5 | 0.853 | Valid |
| | | Comp.6 | 0.869 | Valid |
| | Benefits | Comp.7 | 0.767 | Valid |
| | | Comp.8 | 0.759 | Valid |
| Coaching Development (X2) | Performance - Improvement | P.Coach.1 | 0.847 | Valid |
| | | P.Coach.2 | 0.830 | Valid |
| | Well-Being Well-Being And Individual Flourishing | P.Coach.3 | 0.869 | Valid |
| | | P.Coach.4 | 0.875 | Valid |
| | Coaching Relationship Quality The Relationship Between Coach And Coachee | P.Coach.5 | 0.839 | Valid |
| | | P.Coach.6 | 0.869 | Valid |
| Work Environment (X3) | Work Atmosphere | Ling. K.1 | 0.874 | Valid |
| | | Ling. K.2 | 0.834 | Valid |
| | Relationships With Co-Workers | Ling. K.3 | 0.878 | Valid |
| | | Ling. K.4 | 0.843 | Valid |
| | Availability Of Work Facilities And Equipment | Ling. K.5 | 0.867 | Valid |
| | | Ling. K.6 | 0.874 | Valid |
| Motivation (Z) | Hard Work | Motv.1 | 0.927 | Valid |
| | | Motv.10 | 0.908 | Valid |
| | Future Orientation | Motv.11 | 0.917 | Valid |
| | | Motv.12 | 0.918 | Valid |
| | High Levels Of Ambition | Motv.13 | 0.781 | Valid |
| | | Motv.14 | 0.809 | Valid |
| | Task/Goal Orientation | Motv.2 | 0.924 | Valid |
| | | Motv.3 | 0.769 | Valid |
| | Efforts To Move Forward | Motv.4 | 0.801 | Valid |
| | | Motv.5 | 0.908 | Valid |
| | Perseverance | Motv.6 | 0.919 | Valid |
| | | Motv.7 | 0.918 | Valid |

| | | | | |
|-------------------------|---------------------------|----------------|-------|-------|
| Satisfaction (Y) | Time Utilization | Motv.8 | 0.926 | Valid |
| | | Motv.9 | 0.916 | Valid |
| | The Work Itself | Kpsn.1 | 0.869 | Valid |
| | | Kpsn.10 | 0.884 | Valid |
| | Promotional Opportunities | Kpsn.2 | 0.864 | Valid |
| | | Kpsn.3 | 0.834 | Valid |
| | Supervision | Kpsn.4 | 0.831 | Valid |
| | | Kpsn.5 | 0.868 | Valid |
| | Co-Workers | Kpsn.6 | 0.891 | Valid |
| | | Kpsn.7 | 0.874 | Valid |
| Working Conditions | Kpsn.8 | 0.888 | Valid | |
| | Kpsn.9 | 0.879 | Valid | |

Internal Consistency (Construct Reliability) dengan Composite Reliability

Tabel 3 Uji Construct Reliability

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------------------------------|------------------|-------|-----------------------|----------------------------------|
| Employee Satisfaction | 0.964 | 0.965 | 0.968 | 0.754 |
| Compensation | 0.929 | 0.948 | 0.940 | 0.663 |
| Work Environment | 0.933 | 0.963 | 0.945 | 0.743 |
| Motivation | 0.978 | 0.979 | 0.980 | 0.781 |
| Coaching Development | 0.929 | 0.963 | 0.942 | 0.731 |

A variable is said to have high reliability if Cronbach's Alpha value > 0.70 and Composite Reliability > 0.70. Based on table 4.9, the variable that has the highest value of Cronbach's Alpha is the Motivation variable (0.978). The variable that has a Composite Reliability value with the highest value in Motivation (0.980). The entire research construct was declared Very Reliable, which means the questionnaire has excellent consistency when used in repeated research.

Internal Consistency (Construct Reliability) dengan Convergent Validity

Table 4 Convergent Validity Test

| | Average Variance Extracted (AVE) | Remarks |
|--------------------------------------|----------------------------------|---------|
| Employee Satisfaction | 0.754 | Valid |
| Compensation Work Environment | 0.663 | Valid |
| Motivation | 0.743 | Valid |
| Coaching Development | 0.781 | Valid |
| | 0.731 | Valid |

Test results in table 4.10. Construct Reliability using *convergent validity* indicates that the *Average Variance Extracted* (AVE) value of all independent variables is above 0.5. Convergent validity shows the extent to which the indicators in a variable are strongly related to each other. The condition that must be met is the AVE value > 0.50. Compensation (0.663), Development Coaching (0.731), Work Environment (0.743), and Motivation (0.781) all had AVE values above 0.50. Employee Satisfaction (0.754) has also met the minimum

requirements (0.50). Conclusion: all variables are declared Convergently Valid, which means that the information contained in the indicators is able to represent the latent variables well.

Discriminant Validity – Fornier – Larcker Criterion

Tabel 5 Discriminant validity - Fornier-Larcker criterion

| | Employee Satisfaction | Compensation | Work Environment | Motivation | Coaching Development |
|-----------------------|-----------------------|--------------|------------------|------------|----------------------|
| Employee Satisfaction | 0.868 | | | | |
| Compensation | 0.563 | 0.814 | | | |
| Work Environment | 0.456 | 0.290 | 0.862 | | |
| Motivation | 0.715 | 0.643 | 0.431 | 0.883 | |
| Coaching Development | 0.499 | 0.243 | 0.128 | 0.446 | 0.855 |

The next test is to use *the Discriminant validity-Fornier-Larcker criterion*. Based on the results of the *Discriminant validity-Fornier-Larcker criterion* test, it shows that *the Average Variance Extracted (AVE)* value is greater than the correlation value, so it can be concluded that the conditions of *the discriminant validity* test have been met. The Discriminant Validity test with the Fornell-Larcker criteria aims to ensure that each latent variable is completely different from the others.

The Discriminant Validity test aims to ensure that a construct or variable is truly unique and does not share the same information excessively with other variables in the model. Based on the Fornell-Larcker criterion, a model is said to have good discriminant validity if the square root value of AVE (Square Root of AVE) for each variable is greater than the correlation value of that variable with the other variables in the model.

Based on the results of the above test, all research variables met the Fornell-Larcker criteria. The diagonal value (AVE) of each construct is higher than the correlation value between other constructs. This shows that each variable in this study (Compensation, Coaching Development, Work Environment, Motivation, Employee Satisfaction) has good discriminating validity and is really an empirically distinct identity.

Inner Model Measurement (Structural Model)

Hypothesis

Significance testing in this study was carried out using the bootstrapping method on SmartPLS to determine the significance of the relationship between latent variables. The test results are shown through *path coefficients*, *t-statistic*, and *p-values*. The test criteria are based on a significance level of 0.05, where the relationship between variables is declared significant if the p-value < 0.05. Significant path coefficients show a significant influence between independent variables and dependent variables, so that the research hypothesis is acceptable.

The results of bootstrapping testing in this study include direct effects and indirect effects between research variables. The following are the results of the direct effect and indirect effect research model bootstrapping model:

Bootstrapping direct effect
Table 6 Path coefficients – T statistic, p value

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Compensation -> Employee Satisfaction | 0.191 | 0.193 | 0.061 | 3.135 | 0.002 |
| Compensation -> Motivation | 0.499 | 0.501 | 0.044 | 11.384 | 0.000 |
| Work Environment -> Employee Satisfaction | 0.198 | 0.201 | 0.063 | 3.144 | 0.002 |
| Work Environment -> Motivation | 0.249 | 0.249 | 0.042 | 5.983 | 0.000 |
| Motivation -> Employee Satisfaction | 0.395 | 0.391 | 0.064 | 6.168 | 0.000 |
| Coaching Development -> Employee Satisfaction | 0.250 | 0.252 | 0.055 | 4.577 | 0.000 |
| Coaching Development -> Motivation | 0.293 | 0.294 | 0.049 | 6.029 | 0.000 |

Statistical T-Test Analysis (Bootstrapping) in structural models. According to Hair et.al., (2017) In this test, the level of significance with a statistical T value > 1.96 and using a significance of 5%. In addition to the T statistic, it is also with p values with the provision that p value < 0.05 is a significant level of 5% path relationship, p value < 0.01 significant level 1%. Based on the results of the t-statistic and p value tests, we can see that all pathways show a significant positive influence and are eligible.

The Effect of Compensation on Motivation

Compensation has a positive and significant influence on Motivation. This is evidenced by the value of the path coefficient (O) of 0.499, the value of T-Statistics (11,384) > 1.96, and the P-Values (0.000) < 0.05. This means that compensation that is given fairly, decently, and in accordance with work contributions has proven to be one of the important factors in increasing employee motivation.

The Influence of Coaching Development on Motivation

Compensation has a positive and significant effect on Motivation. The path coefficient value (O) is 0.293 with T-Statistics (6.029) > 1.96 and P-Values (0.000) < 0.05. This shows that the implementation of a targeted and sustainable coaching program has proven to be able to increase the motivation of PT. Tri Mitra Wahana Success.

The Influence of Work Environment on Motivation

The Work Environment has a very strong positive and significant influence on Motivation. With a coefficient value of 0.249, T-Statistics (5.983) > 1.96, and P-Values (0.002) < 0.05. This indicates that the creation of a conducive work atmosphere and the availability of adequate work facilities and equipment are the main keys in triggering employee morale.

The Effect of Compensation on Employee Satisfaction

Compensation has a positive and significant effect on employee satisfaction. This is shown by the value of the coefficient of 0.191, T-Statistics (3.135) > 1.96, and P-Values (0.002) < 0.05. Although its significance value is close to the threshold (0.05), Compensation has been shown to drive increased Employee Satisfaction.

The Influence of Coaching Developers on Employee Satisfaction

Coaching development has a positive and significant effect on employee satisfaction. The path coefficient value is 0.250 with T-Statistics (4.577) > 1.96 and P-Values (0.000) < 0.05. The development of coaching that is carried out systematically and continuously has a positive effect on increasing employee satisfaction.

The Influence of the Work Environment on Employee Satisfaction

The Work Environment has a positive and significant effect on Employee Satisfaction. Judging from the coefficient value of 0.198, T-Statistics (3.144) > 1.96, and P-Values (0.002) < 0.05. A conducive work atmosphere and adequate facilities have proven to boost the work of employees in the field.

The Influence of Motivation on Employee Satisfaction

Motivation has a positive and significant influence on employee satisfaction. The value of the coefficient is 0.395 with T-Statistics (6.168) > 1.96 and P-Values (0.000) < 0.05. This means that high motivation encourages employees to focus more on task orientation and effective use of time to achieve maximum work results.

Bootstrapping Indirect effect

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Compensation -> Motivation -> Employee Satisfaction | 0.197 | 0.196 | 0.038 | 5.155 | 0.000 |
| Coaching Development -> Motivation -> Employee Satisfaction | 0.116 | 0.115 | 0.026 | 4.410 | 0.000 |
| Work Environment -> Motivation -> Employee Satisfaction | 0.098 | 0.097 | 0.023 | 4.351 | 0.000 |

Based on table 4.15 of the results of the Indirect effect analysis, it can be concluded that:

The Effect of Compensation (X1) on Employee Satisfaction (Y) Through Motivation (Z)

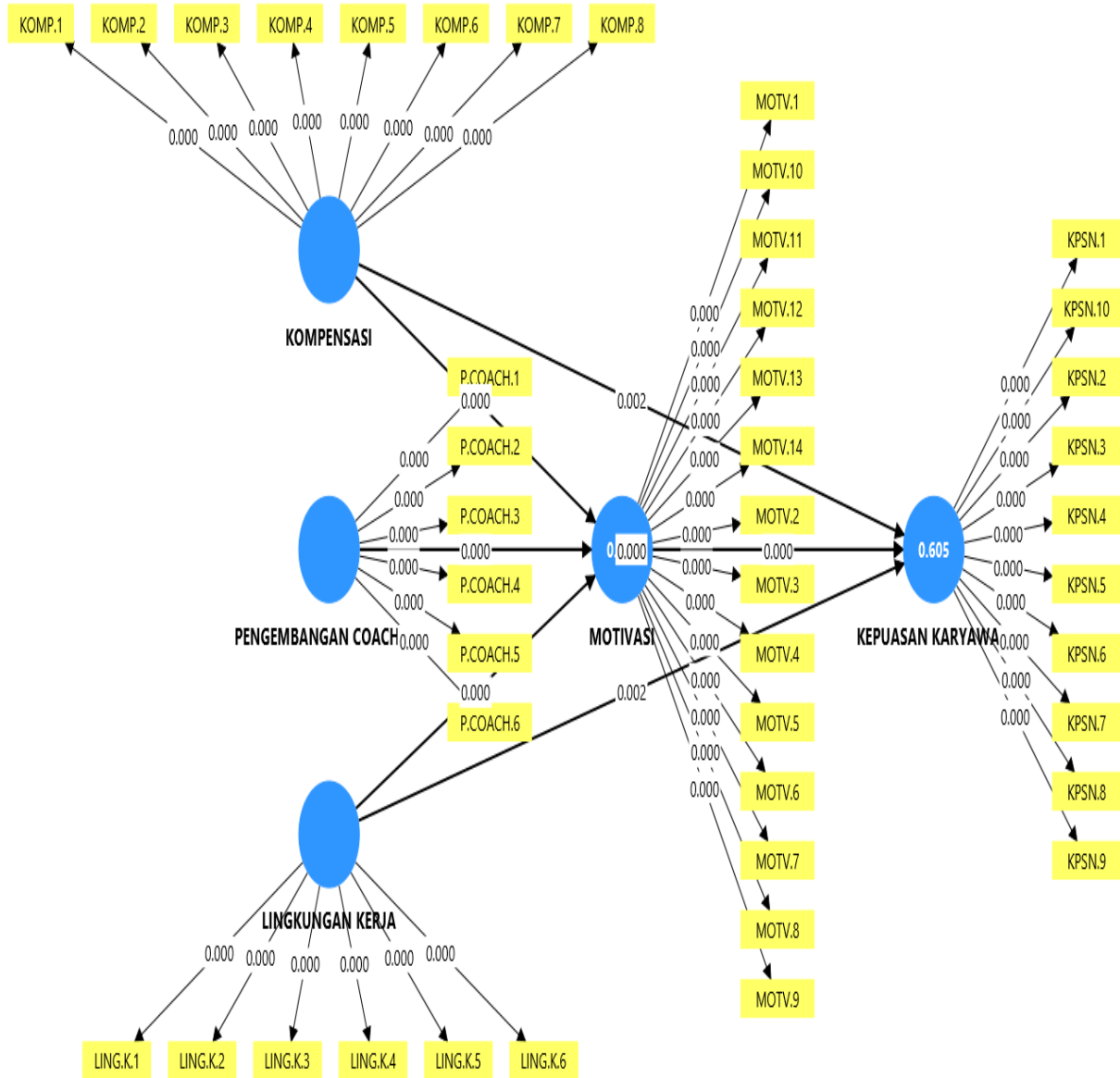
The test results showed an indirect path coefficient value of 0.197, with a t-statistic of 5.155 (< 1.96) and a p-value of 0.000 (> 0.05). These results show that the indirect effect of compensation on Employee Satisfaction is through significant motivation. In addition, the direct effect of compensation on Employee Satisfaction is also known to be significant. Thus, motivation mediates the relationship between compensation and Employee Satisfaction. This means that either directly or indirectly through motivation, compensation can affect Employee Satisfaction at PT Trimitra Wahana Sukses.

The Effect of Coaching Development (X2) on Employee Satisfaction (Y) Through Motivation (Z)

The test results showed an indirect path coefficient value of 0.116, with a t-statistic of 4.410 (> 1.96) and a p-value of 0.000 (< 0.05). These results show that the indirect influence of Coaching Development on Employee Satisfaction through Motivation is significant. On the other hand, the direct influence of Coaching Development on Employee Satisfaction is also significant. Based on the mediation criteria, this condition shows that Motivation plays a role as a partial mediation variable.

The Influence of the Work Environment (X3) on Employee Satisfaction (Y) Through Motivation (Z)

The test results showed an indirect path coefficient value of 0.098, with a t-statistic of 4.351 (> 1.96) and a p-value of 0.000 (< 0.05). This shows that the indirect influence of the Work Environment on Employee Satisfaction through Motivation is significant. Meanwhile, the direct influence of the Work Environment on Employee Satisfaction is known to be significant. Based on the mediation criteria, this condition shows that Motivation plays a role as a variable of full mediation. This means that the Work Environment can increase Employee Satisfaction directly, but improve Employee Performance through increased motivation at PT Trimitra Wahana Sukses.



Sumber: Hasil Olahan Smart PLS 4
 Figure 2 Uji T Statsitic (Bootstrapping)

CONCLUSION

Based on the results of the analysis in the previous chapter, the following conclusions can be presented:

Compensation has a positive and significant influence on Motivation. This is evidenced by the path coefficient (O) value of 0.499, the T-Statistics value (11,384) > 1.96, and the P-Values (0.000) < 0.05.

Compensation has a positive and significant effect on Motivation. The path coefficient value (O) is 0.293 with T-Statistics (6.029) > 1.96 and P-Values (0.000) < 0.05.

The Work Environment has a very strong positive and significant influence on Motivation. With a coefficient value of 0.249, T-Statistics (5.983) > 1.96, and P-Values (0.002) < 0.05.

Compensation has a positive and significant effect on employee satisfaction. This is shown by the value of the coefficient of 0.191, T-Statistics (3.135) > 1.96, and P-Values (0.002) < 0.05.

Coaching development has a positive and significant effect on employee satisfaction. The path coefficient value is 0.250 with T-Statistics (4.577) > 1.96 and P-Values (0.000) < 0.05.

The Work Environment has a positive and significant effect on Employee Satisfaction. Judging from the coefficient value of 0.198, T-Statistics (3.144) > 1.96, and P-Values (0.002) < 0.05.

Motivation has a positive and significant influence on employee satisfaction. The value of the coefficient is 0.395 with T-Statistics (6.168) > 1.96 and P-Values (0.000) < 0.05.

Suggestions

Based on the results of the analysis of research data on PT Trimitra Wahana Sukses employees, the following are strategic suggestions compiled based on the item with the lowest weight in each variable to improve employee performance:

The results of the findings on the compensation variable with the lowest indicator of allowances, especially in the statement in Point 8 – average: 3.26 "Allowances according to company policy", show that there are still employees who feel that the application of benefits at PT Trimitra Wahana Sukses Jakarta has not been fully understood or felt to be in accordance with the applicable policy. Therefore, it is recommended that the management of PT Trimitra Wahana Sukses Jakarta be more transparent in explaining the benefit policy, including the basis for calculation, recipient criteria, and distribution mechanism, so as not to cause different perceptions among employees. In addition, companies also need to conduct periodic evaluations to ensure that the benefits policies implemented are truly relevant to working conditions and employee needs. With open communication and consistent policies, benefits are not only seen as an administrative right, but also as a form of corporate attention that is able to increase employees' sense of fairness, satisfaction, and work motivation.

The findings on the coaching development variable with the lowest indicator, namely performance, in the statement of Point 2, average: 3.44 "Openness of communication helps change" shows that the relationship between superiors and subordinates in the coaching process needs to be strengthened in order to create more open, honest, and trusting communication. Therefore, it is recommended that management encourage the creation of a two-way communication culture in every coaching session, so that employees feel safe to convey their opinions, obstacles, and ideas for improvement without fear or hesitation. Bosses as coaches also need to improve interpersonal communication skills, such as the ability to listen actively, provide empathy, and respond with constructive and non-judgmental language. In addition, companies can provide special training related to coaching communication skills so that leaders are able to build more positive and supportive relationships with employees. With the establishment of a coaching relationship based on open communication, the process

of behavior change and performance improvement will be easier to achieve, because employees feel appreciated, supported, and involved in the process of developing themselves. This is expected to create a more collaborative work environment and encourage sustainable change in the company.

The findings on the Work Environment variable with the lowest indicator indicator, namely Work Atmosphere, in the statement of Point 2 – average: 3.43 "The temperature of the work room feels comfortable" In an effort to create a more comfortable working atmosphere, the management of PT Trimitra Wahana Sukses Jakarta It is recommended to pay more attention to the temperature setting of the workspace. This can be done by ensuring that the air conditioning system functions optimally and adjusts the room temperature to the needs and comfort of employees. A comfortable workspace temperature is expected to help increase concentration, reduce fatigue, and support employee productivity in completing daily tasks.

The findings on the motivation variable with the lowest indicator, namely time utilization, especially in the statement Point 4 – average: 3.02 "System change as an opportunity" shows that some employees still view change as a challenge that creates uncertainty, not as an opportunity to grow. Therefore, it is recommended that management be more active in building a positive mindset (growth mindset) towards change through clear, transparent, and communicative socialization every time there is a system or policy update. Companies also need to involve employees in the change process, such as through discussions, question and answer forums, or training that helps employees understand the benefits and goals of the change. With a good understanding, employees will be better prepared to adapt and see change as a means of improving competencies and career development opportunities. In addition, leaders can provide examples of adaptive attitudes and openness to innovation so that they become role models for employees. If change is accompanied by support, clear direction, and appreciation for adaptability, then the future orientation of employees will be stronger and employees will be more confident in facing company dynamics.

The results of the findings on the employee satisfaction variable with the lowest indicator, namely the work itself, especially in the statement Point 2 - Weight: 3.13 "Freedom to be more productive", show that the level of freedom in carrying out work at PT Trimitra Wahana Sukses Jakarta has not been fully felt to be able to encourage maximum productivity. This condition indicates that some employees still need more space to take initiative, create, and make decisions in accordance with their responsibilities. Therefore, it is recommended that the management of PT Trimitra Wahana Sukses Jakarta provide more proportional work autonomy, such as trust in managing task completion methods, opportunities to convey ideas, and support for innovations carried out by employees. In addition, the boss still needs to provide balanced direction and supervision so that the freedom provided remains in line with operational standards and company targets. By providing directed and trust-based work freedom, it is hoped that employee productivity and satisfaction with their work can increase continuously.

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