

EFFECT OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS A MEDIATION VARIABLE

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Abstract. This study aims to examine and analyze whether the work environment has an influence on job satisfaction, compensation has an influence on job satisfaction, the work environment has an influence on employee performance, compensation has an influence on employee performance, job satisfaction has an influence on employee performance, work environment and compensation simultaneously has an influence on employee performance, work environment, compensation, and job satisfaction simultaneously has an influence on employee performance, job satisfaction has an influence on mediating the work environment on employee performance, and job satisfaction has an influence on mediating compensation on employee performance. The population of this study was employees of an electronic component manufacturing company in Cikarang, with a total sample of 222 people. The data analysis method used SEM-PLS. The results of this study are the work environment has a significant positive effect on job satisfaction, compensation has a positive and significant effect on job satisfaction, the work environment has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance. Employee Performance, Work Environment, and Compensation have a positive effect on Job Satisfaction, Work Environment, Compensation, and Job Satisfaction simultaneously have a significant positive effect on Employee Performance, Job Satisfaction mediates Work Environment on Employee Performance, Job Satisfaction mediates Compensation on Employee Performance.

Keywords: work environment; compensation; job satisfaction; employee performance.

INTRODUCTION

The object of this research is a company engaged in manufacturing by producing electronic components that have marketed their products both domestically and

abroad which of course require competent human resources in their fields. The author collects company performance data for the period 2019, 2020, and 2021 which is presented in graphical form in Figure 1.

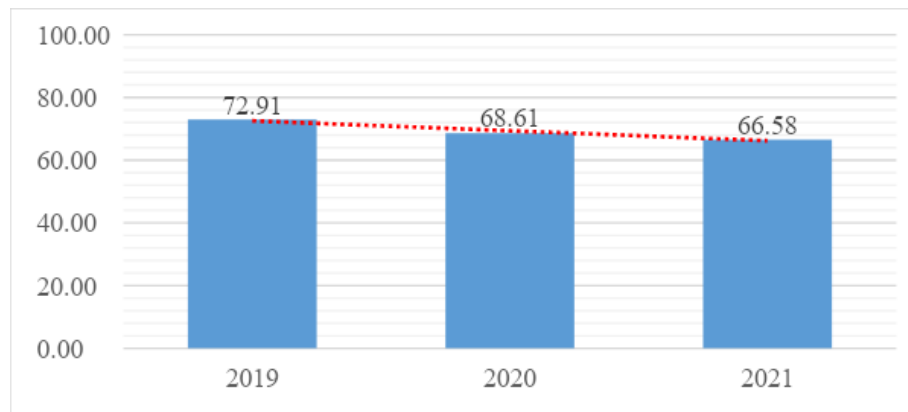


Figure 1. Graph of Average Employee Performance Assessment

Figure 1. shows a decrease in the average results of employee performance appraisals in the research object companies from 2019 to 2021. Therefore, it is necessary to increase employee performance in the company in order to achieve production targets. Companies are required to always improve employee performance, so that the company can continue to grow. Because with the performance of employees in each employee, then they are able to Optimizing their ability to do their jobs.

In a previous study conducted by ([Rumambi, Masengi, and Bogar 2022](#)); ([Pratama, Sulaiman, and Soegiyanto 2021](#)) regarding the analysis of factors that affect employee performance at the health office of East Kutai Regency, it is stated that the variables that affect employee performance include compensation, competence, work motivation, work discipline, environment. work, and work discipline. The following are the questionnaire results regarding the factors that affect the decline in employee performance, which can be seen in Table 1.

Table 1. Factors Affecting Employee Performance

Variable	Value		
	Frequency (F)	Respondents (n)	Score (%)
Compensation	8	30	27%
Competence	2	30	7%
Work Motivation	3	30	10%
Work Environment	9	30	30%

Work Discipline	2	30	7%
Job Satisfaction	6	30	20%
Total	30	30	100%

Table 1 shows that the biggest factor influencing the decline in employee performance is the Work Environment variable as many as 9 out of 30 respondents or 30% compensation variable as many as 8 out of 30 respondents or 27%, and the variable Job Satisfaction as many as 6 of 30 respondents or 20%. So in this study Work Environment, Compensation, and Job Satisfaction are variables that affect the decline in performance.

Based on research by (Hidayat 2018); (Eliyana and Ma'arif 2019); (Birken et al.

2017), it is stated that the work performance is the Work Environment variable as many as 9 out of 30 environment has a positive influence on employee performance. A comfortable work environment causes the level of concentration of employees at work to increase, and this condition causes the level of employee productivity to increase. The results of the pre-survey on the work environment of 30 employees show the results as shown in Table 2.

Table 2. Results of the Pre-Survey on the Work Environment of Employees

No	Statement	Factors	Yes	No
1.	Adequate equipment	Work environment	14	16
2.	Good facilities for worship and transportation for employees	Work Environment	13	17
3.	The conditions in my work environment are well organized.	Work Environment	8	22
4.	Good family in the work	environment Work environment	12	18
5.	A good relationship between superiors and subordinates	Work environment	16	14
Total Percentage			42%	58%

Based on the pre-survey table 2 above shows 58% of respondents answered that the company has a tendency to not implement a good work environment.

Compensation is one of the functions of Human Resource Management related to all types of individual awards in exchange.

For carrying out organizational tasks. If managed properly, compensation will help the company to achieve the goal of acquiring, retaining, and keeping good

employees. The results of the pre-survey on compensation for 30 employees show the results as shown in table 3.

Table 3. Results of the Pre-Compensation Survey

No	Statement	Factors	Yes	No
1.	Wages that are appropriate	Compensation	17	13
2.	Health benefits that are appropriate	Compensation	12	18
3.	Professional allowances Appropriate	compensation	13	17
4.	Appropriate vacation	Compensation	9	21
5.	Good non-permanent allowance	Compensation	14	16
Total Percentage			43%	57%

Based on the pre-survey table 3. above, it shows that 57% of respondents answered that the company has a tendency to not implement compensation properly.

Employees are an important element in an organization in order to achieve organizational goals (Turkalj and Fosić 2009). This is an important reason why companies must pay attention to the job satisfaction of their employees, therefore job satisfaction can play a role in improving employee performance in a to not

implement compensation properly.

Employees are an important element in an organization in order to achieve company. Based on the research of (Cahyaningrum and Budiarmo 2019); (Idris et al. 2020), it was found that job satisfaction can mediate the effect of compensation and performance on performance. The results of the pre-survey on job satisfaction of 30 employees show the results as shown in Table 4.

Table 4. Results of the Pre-Survey of Job Satisfaction

No	Statement	Factors	Yes	No
1.	The work is in accordance with the desired	Job Satisfaction	9	21
2.	The salary given is relevant to the job	Job Satisfaction	14	16
3.	interactions among co-workers	Job Satisfaction	12	18
4.	Opportunities for	Job satisfaction	8	22

		promotions	
5.	Good supervisor response	Job Satisfaction	16
			14
		Total Percentage	39%
			61%

Source: Pre-Survey Results (2021)

Based on the pre-survey table 4 above, it shows that 61% of respondents answered that the company has a tendency to have a low level of employee job satisfaction.

Compensation and the work environment greatly affect employee performance, seen from previous research there are differences in the results of

research on the work environment on employee performance and employee compensation and performance. and work environment on employee performance. The previous research related to the variables above and the gap from the results of previous studies are attached in table 5.

Table 5. Results of Pre-Survey of Job Satisfaction

No	Statement	Factors	Yes	No
1.	Job as desired	Job Satisfaction	9	21
2.	Salary given is relevant to job	Job Satisfaction	14	16
3.	Interaction between cooperative co-workers	Job Satisfaction	12	18
4.	Opening opportunities for promotion	Job satisfaction	8	22
5.	Good supervisor response	Job satisfaction	16	14
			39%	61%

Table 5. above shows that the results of previous studies have a significant positive effect on employee performance and there are research results that the environment work has no significant negative effect. This has created a Research Gap. Therefore, this effect can be explained by adding a job satisfaction variable as an intervening variable, and this is a gap for clarity of research results. Job satisfaction was chosen as the mediating variable (Y) because when employees feel valued and comfortable, employees can feel satisfied with their work, so that it can improve

employee performance. Employee performance was chosen as the dependent variable (Z) because employee performance can increase when employees feel valued, comfortable, and satisfied with their work.

Based on the description above, this problem becomes the main attraction for the author to be researched and analyzed. The final result of this research will be compiled in the form of a thesis with the title: "*The Effect of Work Environment and Compensation on Employee Performance With Job Satisfaction as a Mediation*"

Variable."

RESULTS AND DISCUSSION

The results of data analysis are presented descriptively of each variable obtained. Respondents in This study amounted to 222 (two hundred and twenty-two) respondents. Descriptive analysis of the data presented includes the mean or mean (M), the mean or median (Me), mode (Mo), standard deviation (SD). also presents a frequency distribution table, and histogram for each research variable. Characteristics of respondents will be explained based on gender, education and

years of service to determine the profile of employees in the analyzed organization.

Based on the PLS method, the validity of reflexive indicators testing is carried out in 2 stages. Stages The first is convergent validity testing, namely validity testing based on n the loading factor value of each construct, and the next stage is discriminant validity testing, namely validity testing based on comparisons.

According to ([Ghozali and Latan 2015](#)), an indicator is considered to have a high level of validity if it has a loading factor value > 0.7 . The loading factor value in this study can be seen in Table 6.

Table 6. Value *Loading Factor* Overall

Variables	Indicato r	<i>Outer Loading s</i>	Cond ition	Descriptio n
Environment Work (X1)	LK.1	0.859	> 0.70	Valid
	LK.2	0.839	> 0.70	Valid
	LK.3	0.885	> 0.70	Valid
	LK.4	0.850	> 0.70	Valid
	LK.5	0.823	> 0.70	Valid
	LK.6	0.898	> 0.70	Valid
	LK.7	0.896	> 0.70	Valid
	LK.8	0.901	> 0.70	Valid
Compensa tion (X2)	KO1	0.759	> 0.70	Valid
	KO2	0.866	> 0.70	Valid

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			>	
	KO3	0.873	0.70	Valid
			>	
	KO4	0.814	0.70	Valid
			>	
	KO5	0.855	0.70	Valid
			>	
	KO6	0.867	0.70	Valid
Satisfactio			>	
n	KK1	0.734	0.70	Valid
Job			>	
(Y)	KK2	0.841	0.70	Valid
	KK3	0.819	>	Valid
	KK4	0.855	>	Valid
			>	
	0.902	0.70	0.70	Valid
			>	
	KK6	0.882	0.70	Valid
			>	
	KK7	0.895	0.70	Valid
			>	
	KK8	0.875	0.70	Valid
			>	
	KK9	0.882	0.70	Valid
			>	
	KK10	0.892	0.70	Valid
			>	
	KK11	0.811	0.70	Valid
Performan	KI1	0.751	0.70	Valid
ce	KI2	0.869	>	0.70
Employee			>	
Z)	>	(0.70	Valid
			>	
	KI4	0.862	0.70	Valid
			>	
	KI5	0.836	0.70	Valid
			>	
	KI6	0.878	0.70	Valid
	KI7			
	0.866	>	0.70	Valid

Source: Data Processing Results Using *SmartPLS*

Discriminant validity results from the cross loadings values between the indicators and their respective constructs can be seen in table 7.

Table 7. Values Cross Loading Variables

Indicator	Environment Job	Compensation	Satisfaction Employee	Performance 0.859	Information
LK1	0.648	0.644	0.640	Valid	All
LK2	0.839	0.657	0.664	0.680	Valid
LK3	0.885	0.656	0.665	0.671	Valid
LK4	0.850	0.609	0.628	0.662	Valid
LK5	0.823	0.610	0.626	0.678	Valid
LK6	0.898	0.632	0.669	0.711	Valid
LK7	0.896	0.644	0.68419	-	Valid
0.62	0.68	-	-	-	-
-	-	-	-	-	-
-	0.641	0.866	0.650	0.657	Valid
KO3	0.675	0.873	0.659	0.655	Valid
KO4	0.578	0.814	0.580	0.587	Valid
KO5	0.637	0.855	KO6	0.627	Valid
0.606	0.660	0.867	0.657	0.695	Valid
KK1	0.559	0.573	0.734	0.626	Valid
KK2	0.626	-	-	-	Valid
0.655	0.701	0.664	0.695	-	Valid
0.664	-	-	0.702	0.744	Valid
KK5	0.667	0.642	0.895	0.748	Valid
KK6	0.682	0.634	0.875	0.734	Valid
KK7	0.652	0.636	0.882	0.753	Valid
KK8	0.676	0.708	0.892	0.781	Valid
KK9	0.638	0.592	0.811	0.697	Valid
KK10	0.587	0.598	0.841	0.704	Valid
KK11	0.579	0.605	0.819	0.694	Valid
KI1	0.555	0.614	0.631	0.751	Valid
KI2	0.661	0.67922	0.67922	0.822	-
-	-	-	-	0.7	-

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0.7	0.664	-	0.664	0.862	Valid
KI5	0.625	0.623	0.705	0.836	Valid
KI6	0.659	0.643	0.773	0.878	Valid
KI7	0.749	0.679	0.754	0.866	Valid

Source: Data Processing Results Using *SmartPLS*

The construct is greater than the Cross Loadings value of the other constructs so

that it is declared Valid. The AVE value of all variables can be seen in Table 8.

Table 8. Average Variance Extracted (AVE) Each Source Variable

Variable	AVE Value	Condition	Description
Work Environment	0.756	> 0.50	Valid
Compensation	0.706	> 0.50	Valid
Job Satisfaction	0.730	> 0.50	Valid
Employee Performance	0.720	> 0.50	Valid

Source: Results of Data Processing Using *SmartPLS*

In table 8. above, it can be seen that the AVE value for all variables has an AVE value > 0.5, namely 0.756 for the Work Environment variable, 0.706 for the Compensation variable, 0.730 for the Job Satisfaction variable, and 0.720 for the Employee Performance variable. The AVE value for discriminant validity testing has met for further testing. Based on the

explanation above regarding the value of the discriminant validity test and the convergent validity test, it can be concluded that the research model is valid.

The questionnaire is said to be reliable or reliable if a person's answer to the statement is consistent or stable over time. Based on data processing using the PLS method.

Table 9. Partial Effect of Independent Variables on Dependent

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	T Table	P Values
Work Environment → Job Satisfaction	0.442	0.448	0.076	5.820	1.96	0.000
Environment Work → Employee Performance	0.240	0.245	0.068	3.524	1.96	0.000

Compensation → Job Satisfaction	0.414	0.407	0.069	6.040	1.96	0.000
Compensation → Employee Performance	0.186	0.180	0.068	2.718	1.96	0.007
Job Satisfaction → Employee Performance	0.534	0.534	0.073	7.359	1.96	0.000

Source: Results of Data Processing Using *SmartPLS*

Table 10. Variables Simultaneous Effect of Independent Variables on Dependent

R²	F	Statistics	F Table	Alpha	Conclusion
(X1,X2) → Y	0.635	126.42	2.65	0.05	Fcount > Ftable (H6 accepted)
(X1,X2,Y) → Z	0.781	259.14	2.65	0.05	Fcount > Ftable (H7 accepted)

Source: Results of Data Processing Using *SmartPLS*

Table 11. Direct Effect Between Variables

	Kepuasan Kerja	Kinerja Karyawan	Kompensasi	Lingkungan Kerja
Kinerja Karyawan				
Kompensasi	0.414	0.186		
Lingkungan kerja	0.442	0.240		
Kepuasan Kerja		0.534		

Source: Results of Data Processing Using *SmartPLS*

Table 12. Indirect Effect Between Variables

	Kepuasan Kerja	Kinerja Karyawan	Kompensasi	Lingkungan Kerja
Lingkungan Kerja		0.236		
Kompensasi		1.221		

Kinerja
Karyawan
Kepuasan
Kerja

Source: Results of Data Processing Using SmartPLS

Table 13. Total Effect (Total Effect) Between Variables

	Kepuasan Kerja	Kinerja Karyawan	Kompensasi	Lingkungan Kerja
Lingkungan Kerja	0.442	0.406		
Kompensasi	0.414	0.407		
Kinerja Karyawan				
Kepuasan Kerja		0.534		

Source: Results of Data Processing Using SmartPLS

Table 14. Result of Calculation of VAF Value

Variable	Indirect Effect	Total Effect	of VAF Value
Work Environment → Employee Performance	0.236	0.476	49.58%
Compensation → Employee Performance	0.221	0.407	54.30%

Source: Results of Data Processing Using *SmartPLS*

Table 15. Results of Inter-Dimensional Correlation Matrix

Variable	Dimen sions	of Job Satisfaction (Z)				
		Z₁	Z₂	Z₃	Z₄	Z₅
Work Environment (X ₁)	X1.1	0.496	0.513	0.443	0.423	0.360
	X1.2	-	-	-	-	-
Compensation (X ₂)	X2.1	0.066	0.103	0.035	0.018	0.025
	X2.2	0.277	0.179	0.215	0.283	0.345
		0.128	0.218	0.082	0.129	0.072
Variable	Dimen sion	Employee Performance				
		Y₁	Y₂	Y₃	Y₄	Y₅
Work Environment (X ₁)	X _{1.1}	0.283	0.153	0.160	0.211	0.503
	X _{1.2}	-	-	-	-	-
		0.203	0.107	0.000	0.079	0.115

Compensation (X ₂)	X _{2,1}	0.263	0.085	0.050	0.034	0.065
	X _{2,2}	0.033	0.088	0.212	0.135	0.052
Job Satisfaction (Z)	Z ₁	0.151	0.127	0.171	0.175	0.009
	Z ₂	0.014	0.120	0.026	0.022	0.095
	Z ₃	0.141	0.002	0.044	0.106	0.035
	Z ₄	0.313	0.146	0.138	0.299	0.275
	Z ₅	0.017	0.146	0.186	0.086	0.067

Source: Results of Data Processing Using *SmartPLS*

Proof of the hypothesis in this study can follows:

1) Hypothesis 1

Effect of Work Environment on Satisfaction Work. The path coefficient is 0.442 and t count (5.820) > t table (1.96) with a P value of 0.000, thus H1 is accepted (P < 0.10) and H0 is rejected, the work environment has a significant positive effect on job satisfaction.

2) Hypothesis 2

Effect of Compensation on Job Satisfaction. The path coefficient is 0.414 and t count (6.040) > t table (1.96) with a P value of 0.000, thus H1 is accepted (P < 0.10) and H0 is rejected, the work environment has a significant positive effect on job satisfaction.

3) Hypothesis 3

The Effect of Work Environment on Employee Performance. The path coefficient is 0.240 and t count (3.524) > t table (1.96) with a P value of 0.000, thus H1 is accepted (P < 0.10) and H0 is rejected, the work environment has a significant positive effect on employee performance.

4) Hypothesis 4

The Effect of Compensation on Employee Performance. The path coefficient is 0.186 and t arithmetic (2.718) > t table (1.96) with a P value of 0.000, thus H1 is accepted (P < 0.10) and H0 is rejected. Compensation has a significant positive effect on employee performance.

5) Hypothesis 5

The Effect of Job Satisfaction on Employee Performance. The path coefficient is 0.534 and t arithmetic (7.359) > t table (1.96) with a P value of 0.000, thus H1 is accepted (P < 0.10) and H0 is rejected. Compensation has a significant positive effect on employee performance.

6) Hypothesis 6

The Effect of Simultaneous Work Environment and Compensation on Employee Performance. Variables of Work Environment and Compensation have (R²) 0.635 with an f statistic of 126.42 and an f table value of 0.05 alpha which is 2.65. This means that f count (126.42) > f table (2.65), then H6 is accepted and H0 is rejected. Thus, it

can be concluded that hypothesis 6 is proven, which states that the work environment and compensation variables together have a positive and significant effect on job satisfaction.

7) Hypothesis 7

Simultaneous Influence of Work Environment, Compensation, and Job Satisfaction on Employee Performance. Variables of Work Environment, Compensation, and Job Satisfaction have (R^2) 0.781 with an f statistic value of 259.14 and an f table value at alpha of 0.05 which is 2.65. This means that f count (259.14) > f table (2.65), then H7 is accepted and H0 is rejected. Thus, it can be concluded that hypothesis 7 is proven, which states that the variables of Work Environment, Compensation, and Job Satisfaction together have a positive and significant influence on employee performance.

8) Hypothesis 8

The Effect of Job Satisfaction Mediating the Work Environment on Employee Performance. The results of the calculation of the Variance Accounted For (VAF) value to test the mediation of variable relationships based on the Indirect Effect value = 0.236 and Total Effect = 0.476, the VAF value = 49.58%.

The value of 49.58% shows the indirect effect of the Work Environment variable on Employee Performance can be mediated by the Job Satisfaction variable, this shows that an increase in the Work Environment can improve Employee Performance through the Job Satisfaction variable.

9) Hypothesis 9

The Effect of Job Satisfaction Mediating Compensation on Employee Performance. The results of the calculation of the Variance Accounted For (VAF) value to test the mediation of variable relationships based on the Indirect Effect value = 0.221 and Total Effect = 0.407, the VAF value = 54.30%. The value of 54.30% shows the indirect effect of the Work Environment variable on Employee Performance can be mediated by the Job Satisfaction variable, this shows that an increase in the Work Environment can improve Employee Performance through the Job Satisfaction variable.

CONCLUSIONS

Based on the results of research and discussion in previous chapters, several conclusions can be drawn as follows: 1). Work environment has a positive and significant effect on job satisfaction, with the dimensions of the physical work environment having the strongest influence. 2). Compensation has a positive and significant effect on Job Satisfaction, with the Normative Compensation dimension having the strongest influence. 3). Work Environment has a positive and significant effect on Employee Performance, with the Physical Work Environment dimension having the strongest influence. 4). Compensation has a positive and significant effect on Employee Performance, with the Normative Compensation dimension having the strongest influence. 5). Job Satisfaction as a mediator in this study has a positive and

significant effect on employee performance, with the relationship with superiors dimension having the strongest influence. 6). Work Environment and Compensation together have a positive effect on Job Satisfaction. 7). Work Environment, Compensation, and Job Satisfaction simultaneously have a significant positive effect on employee performance. 8). Job Satisfaction mediates the Work Environment on Employee Performance. 9). Job Satisfaction mediates Compensation on Employee Performance.

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