

The Influence of Training Quality, Coworker Support and Compensation on the Performance of Family Planning Extension Officers in Makassar City: Tenure as a Moderating Variable

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Abstract: This study aims to analyze the effect of training quality, coworker support, and compensation on the performance of Family Planning Extension Officers in Makassar City and to examine the moderating role of length of service in these relationships. This study employed a quantitative approach with a causal associative research design. The population consisted of 105 active Family Planning Extension Officers in Makassar City. A saturated sampling (census) technique was applied, in which all members of the population were selected as respondents. Data were collected through questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that training quality, coworker support, and compensation have a positive and significant effect on the performance of Family Planning Extension Officers. In contrast, length of service does not have a significant effect on employee performance. Furthermore, length of service does not moderate the relationships between training quality, coworker support, and compensation with employee performance. These findings suggest that improving training quality, strengthening coworker support, and providing appropriate compensation are essential factors in enhancing the performance of Family Planning Extension Officers, whereas length of service does not strengthen or weaken the relationships between these variables and performance.

Keywords: Training Quality, Coworker Support, Compensation, Length of Service, Family Planning Extension Officer Performance.

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I. INTRODUCTION

Population growth has become a global concern due to its implications for food security, healthcare, education, and employment. The United Nations (2022) projected that the global population will exceed 9.7 billion by 2050, creating significant socio-economic challenges if effective population control measures are not implemented. Indonesia faces similar challenges, with a population exceeding 278 million people (BPS, 2023). Through the Family Planning (FP) program, the Indonesian government has successfully reduced the Total Fertility Rate (TFR) from 5.6 in 1971 to approximately 2.14 in 2022.

The success of the FP program is highly dependent on the role of Family Planning Counselors (FPCs), who are responsible for providing education, family assistance, and implementing strategic programs initiated by the Ministry of

Population and Family Development/BKKBN. Given the complexity of their responsibilities, counselor performance becomes a critical determinant of organizational effectiveness. In public service organizations, individual employee performance contributes significantly to overall organizational performance.

Family Planning Counselors in Makassar City have diverse human resource characteristics, including employment status, position level, and work experience. Data from BKKBN South Sulawesi (2025) indicate that civil servant counselors generally possess longer tenure, while government contract counselors tend to have shorter work experience. These differences may influence employees' job understanding, adaptability, and task performance.

In this study, job tenure is not merely defined as the length of employment but as accumulated work experience reflected through job understanding, work capability, and adaptability, as developed by Ilham (2022). Therefore, job tenure is considered relevant as a moderating variable that may strengthen or weaken the relationship between training quality, coworker support, compensation, and counselor performance.

Competency development among FPCs is supported through various training programs, including Basic General Training (LDU), GENTING, TAMASYA, GATI, SIDAYA, and Super Apps Keluarga Indonesia. Training quality plays an essential role in improving employees' knowledge, skills, and competencies. Previous studies have demonstrated mixed findings regarding the relationship between training quality and performance. Bucher et al. (2023) and Hedar et al. (2025) found that training quality positively influences employee performance, while Meyer et al. (2023) suggested that not all training components significantly contribute to performance improvement.

Besides training quality, coworker support is another important factor influencing employee performance. Studies by Zamzabila et al. (2022), Harras et al. (2024), and Bai and Zhou (2025) revealed that coworker support enhances motivation, psychological well-being, and job performance by creating a supportive work environment. Compensation is also considered an important determinant of employee performance. Previous studies by Zayed et al. (2022), Rajaei et al. (2022), and Tanjung et al. (2025) demonstrated that fair compensation can improve motivation, job satisfaction, and performance, although its effects may occur indirectly through psychological mechanisms.

Furthermore, job tenure may play a significant moderating role in organizational behavior. Yang (2022) found that job tenure can weaken the effect of education on performance, indicating that training effects may be stronger among employees with shorter tenure. Conversely, Pahos et al. (2022) showed that job tenure strengthens the relationship between human resource management practices and employee commitment. Glambek et al. (2024) also demonstrated that job tenure moderates the relationship between work stress and employee outcomes.

Based on these findings, job tenure is conceptualized as accumulated work experience that influences how employees utilize training, coworker support, and compensation in improving performance. However, previous studies have reported inconsistent findings regarding the effects of training quality, coworker support, and compensation on employee performance. Moreover, empirical studies examining Family Planning Counselors within the BKKBN framework by incorporating job tenure as a moderating variable remain limited. Therefore, this study aims to analyze the effects of training quality, coworker support, and compensation on Family Planning Counselor performance with job tenure as a moderating variable in BKKBN Makassar City.

II. THEORETICAL FOUNDATION

➤ *Human Resource Management (HRM) Theory*

Human Resource Management (HRM) is the grand theory used in this study because it explains how human resource practices influence employee performance. According to Armstrong and Taylor (2023), Human Resource Management is a strategic and coherent approach to managing an organization's most valued assets, namely people who individually and collectively contribute to achieving organizational objectives. HRM focuses on integrated practices that enhance employee competence, motivation, commitment, and productivity through Learning and Development, Reward Management, Employment Relations, and Performance Management (Armstrong & Taylor, 2023).

In this study, training quality represents Learning and Development, coworker support reflects Employment Relations, and compensation represents Reward Management, while counselor performance represents the outcome of effective HRM implementation. Furthermore, individual characteristics such as job tenure may influence the effectiveness of HRM practices. Job tenure is defined as work experience reflected through job understanding, work ability, and adaptability (Ilham, 2022). Therefore, HRM theory provides a conceptual basis for explaining the relationship between training quality, coworker support, compensation, and Family Planning Counselor performance, with job tenure positioned as a moderating variable.

➤ *Organizational Behavior Theory*

Besides Human Resource Management (HRM), this study is supported by Organizational Behavior Theory. According to Robbins and Judge (2022), organizational behavior examines the influence of individuals, groups, and organizational structures on employee behavior to improve organizational effectiveness. This theory explains that employee performance is influenced by individual characteristics, social relationships, and organizational support. In this study, organizational behavior theory supports the explanation of how coworker support affects the performance of Family Planning Counselors (PKB) through teamwork, information sharing, and emotional support.

➤ *Herzberg's Two-Factor Theory*

This study also uses Herzberg's Two-Factor Theory as a supporting theory. Herzberg explains that employee motivation is influenced by motivator factors and hygiene factors (Peramatzis & Galanakis, 2022). Training quality represents a motivator factor through competency development, coworker support reflects interpersonal relationships, and compensation represents a hygiene factor that prevents dissatisfaction. Thus, this theory explains how training quality, coworker support, and compensation contribute to improving employee performance.

➤ *Training Quality*

Training quality refers to the effectiveness of training programs in improving employee knowledge, skills, and performance. Bucher Sandbakk et al. (2023) define training quality as the excellence of training processes that optimize adaptation and performance improvement. Meyer et al. (2023)

emphasize that training quality includes learning strategies, participant collaboration, and program structure. Hedar et al. (2025) highlight that training effectiveness depends on learning content, facilities, and services, while Fegade and Sharma (2023) and Pooja (2023) explain that training quality involves planning, implementation, and interaction. Therefore, training quality is defined as the effectiveness of training processes in developing employee competence and performance.

➤ *Coworker Support*

Coworker support refers to assistance, collaboration, and encouragement provided by colleagues to help employees complete their tasks. Bai and Zhou (2025) define coworker support as emotional, informational, and instrumental assistance that helps employees manage work demands. Harras et al. (2024) and Zamzabila et al. (2022) explain that coworker support includes knowledge sharing, task assistance, and emotional encouragement. Thus, coworker support is an important factor in creating a positive work environment and improving employee performance.

➤ *Compensation*

Compensation is a form of financial and non-financial reward provided by organizations for employee contributions. Zayed et al. (2022) define compensation as all forms of employee rewards, including salary, benefits, and other incentives. Rajaei et al. (2022) classify compensation into empowerment, organizational, and financial components. Tanjung et al. (2025) state that fair compensation can increase motivation and performance. Therefore, compensation represents organizational appreciation that encourages employee productivity.

➤ *Employee Performance*

Employee performance refers to the quality and quantity of work achieved by employees in carrying out their responsibilities. Suhartarto et al. (2024) define performance as work results achieved according to assigned duties and responsibilities. Wahongan et al. (2024) explain that performance includes effectiveness, timeliness, independence, and commitment. Kosasi et al. (2023) add that performance reflects the success of individuals in completing tasks based on authority, responsibility, quality, quantity, and work time. In this study, PKB performance refers to the achievement of Family Planning Counselors in implementing their duties and responsibilities according to BKKBN standards.

➤ *Job Tenure*

Job tenure refers to the length of time an employee works in an organization, which reflects accumulated work experience. Wang and Shultz (2021) state that tenure contributes to work outcomes such as performance, satisfaction, and organizational commitment. Yang et al. (2022) explain that tenure helps employees develop task mastery and work adaptation. Pahos et al. (2022) show that job tenure can act as a moderating variable because experienced employees may respond differently to HR practices. Glambek et al. (2024) emphasize that tenure influences employees' ability to adapt to work demands.

In this study, job tenure is not measured only by years of service but is operationalized as perceived work experience based on understanding of work, work ability, and work adaptation, referring to Ilham (2022). Therefore, job tenure is considered relevant as a moderating variable in the relationship between training quality, coworker support, compensation, and PKB performance.

➤ *Empirical Review*

Previous studies have shown that training quality, coworker support, compensation, and job tenure play important roles in improving employee performance. Bucher Sandbakk et al. (2023) found that training quality, including technical, mental, environmental, and trainer-participant relationship factors, is a key determinant of performance improvement. Meyer et al. (2023) demonstrated that cognitive activation and participant collaboration in professional development programs significantly influenced professional practice changes ($\beta = 0.60$, $p < .001$; $\beta = 0.27$, $p < .001$). Similarly, Hedar et al. (2025), Fegade and Sharma (2023), and Pooja (2023) confirmed that effective training design, relevant content, implementation quality, and evaluation processes contribute positively to employee competence and performance.

Regarding coworker support, Ying Bai et al. (2025) found that social support from colleagues improves employee well-being and reduces work-family conflict. Harras et al. (2024) showed that coworker support positively influences work motivation ($\beta = 0.349$, Sig. = 0.000), while Zamzabila et al. (2022) emphasized that coworker support helps employees adapt to the work environment and improves performance quality.

Previous research also highlights the importance of compensation in enhancing employee outcomes. Zayed et al. (2022) found that compensation systems significantly influence employee satisfaction through the mediating role of motivation. Rajaei et al. (2022) identified three compensation dimensions, namely empowerment, organizational, and financial components, which positively affect employee motivation and performance. Furthermore, Tanjung et al. (2025) confirmed that fair and competitive compensation improves motivation, productivity, and employee performance.

Studies related to employee performance indicate that performance is influenced by both individual and organizational factors. Suhartarto et al. (2024) found that counselor performance was reflected through indicators of data distribution, program implementation, financial management, coaching, and decision-making. Wahongan et al. (2024) showed that performance is determined by quality, quantity, timeliness, effectiveness, independence, and commitment. Kosasi et al. (2023) further emphasized that performance effectiveness is supported by discipline, responsibility, initiative, leadership, facilities, and work environment.

Job tenure has also been identified as an important factor influencing employee outcomes. Wang and Shultz (2021) found that longer tenure contributes to better job

understanding, performance, satisfaction, and organizational commitment. Ilham (2022) showed that work experience improves employee skills, knowledge, decision-making ability, and adaptation. Yang et al. (2022) found that job tenure moderates the relationship between education and employee creativity and task performance, indicating that experienced employees demonstrate stronger task mastery but may have lower flexibility toward innovation. Pahos et al. (2022) revealed that job tenure strengthens the effect of high-performance work systems on employee commitment ($\beta = 0.42, p < .01$). Meanwhile, Glambek et al. (2024) found that job tenure reduces the negative impact of workplace stressors on job satisfaction ($\beta = -0.35, p < .05$).

Based on these empirical findings, training quality, coworker support, and compensation have consistently demonstrated positive effects on employee performance. Furthermore, job tenure has been identified as a moderating variable that may strengthen or weaken the relationship between human resource practices and performance. Therefore, this study examines these relationships in the context of Family Planning Counselors (PKB) in Makassar City.

III. RESEARCH METHOD

➤ Research Design

Research design refers to a systematic framework used to answer research questions and test hypotheses. According to Creswell and Creswell (2023), research design includes decisions regarding the research approach, data collection methods, and data analysis techniques. This study employs a quantitative approach with a causal associative design to examine the effect of training quality (X1), coworker support (X2), and compensation (X3) on Family Planning Counselors' performance (Y), with job tenure (Z) as a moderating variable.

The study uses a survey method by distributing questionnaires to Family Planning Counselors in Makassar City. The research instrument uses a five-point Likert scale to measure respondents' perceptions of each variable. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS to examine direct effects and moderating relationships among variables.

➤ Research Location and Time

This research was conducted among active Family Planning Counselors under the National Population and Family Planning Board (BKKBN) of Makassar City. The research was conducted from January to March 2026, including instrument preparation, questionnaire distribution, and data collection.

➤ Population, Sample, and Sampling Technique

According to Sugiyono (2022), population refers to a group of objects or subjects with specific characteristics determined by researchers for study and conclusion. The population of this research consists of all active Family Planning Counselors in Makassar City under BKKBN, totaling 105 individuals. This population was selected because

it is directly related to the implementation of family planning programs and the research variables.

The sampling technique used in this study is saturated sampling (census sampling), in which all members of the population are selected as respondents (Sugiyono, 2022). Therefore, the sample size equals the population size, consisting of 105 Family Planning Counselors. This sample size meets the requirements for PLS-SEM analysis.

➤ Types and Sources of Data

This study uses quantitative data obtained from questionnaire responses. According to Creswell and Creswell (2023), quantitative data are numerical data used to test theories through measurement and statistical analysis. The variables measured include training quality (X1), coworker support (X2), compensation (X3), job tenure (Z), and performance (Y) using a five-point Likert scale.

The study uses primary and secondary data. Primary data were obtained directly from questionnaires distributed to Family Planning Counselors in Makassar City. Secondary data were obtained from BKKBN documents, books, scientific journals, and other relevant publications to support theoretical development and research analysis.

➤ Data Collection Method

According to Creswell and Creswell (2023), variables are measurable characteristics of individuals or organizations analyzed in research. This study consists of independent variables, a moderating variable, and a dependent variable. The independent variables are training quality (X1), coworker support (X2), and compensation (X3). Job tenure (Z) functions as a moderating variable, while Family Planning Counselors' performance (Y) serves as the dependent variable.

Operational definitions provide measurable boundaries for each research variable. All variables were measured using a five-point Likert scale. The indicators and measurement items were developed based on previous studies relevant to each construct.

➤ Research Instrument

The research instrument used was a structured questionnaire developed based on indicators of training quality, coworker support, compensation, job tenure, and performance. According to Creswell and Creswell (2023), the Likert scale is appropriate for measuring respondents' attitudes and perceptions systematically. The instrument references were adapted from Fegade and Sharma (2023) and Pooja (2023) for training quality, Bai and Zhou (2025) for coworker support, Zayed et al. (2022) for compensation, Wahongan et al. (2024) for performance, and Ilham (2022) for job tenure.

➤ Data Analysis Technique

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. According to Hair et al. (2019), PLS-SEM is suitable for predictive research models involving multiple latent constructs, complex relationships, and moderating effects.

This method was used to examine the effects of training quality, coworker support, and compensation on performance, as well as the moderating role of job tenure.

➤ *Descriptive Statistical Analysis*

Descriptive analysis was conducted to describe respondent characteristics and data distribution. According to Hair et al. (2019), descriptive statistics provide an initial understanding of data patterns through mean, minimum, maximum, standard deviation, frequency, and percentage analysis.

- *Measurement Model Evaluation (Outer Model)*

The outer model evaluation was conducted to assess validity and reliability of research constructs. Convergent validity was evaluated through outer loading and Average Variance Extracted (AVE), with recommended values of loading ≥ 0.70 and AVE ≥ 0.50 . Discriminant validity was tested using Fornell–Larcker criteria, cross loading, and Heterotrait–Monotrait Ratio (HTMT). Reliability was assessed through Cronbach’s Alpha and Composite Reliability, with values ≥ 0.70 indicating acceptable reliability.

➤ *Structural Model Evaluation (Inner Model)*

The structural model was evaluated through collinearity testing (VIF), coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and path coefficients. VIF values below 5 indicate the absence of multicollinearity. R^2 values indicate the explanatory power of the model, while f^2

measures the contribution of each predictor. Q² values greater than zero indicate predictive relevance, and path coefficients describe the direction and strength of relationships among constructs.

➤ *Hypothesis Testing*

Hypothesis testing was performed using bootstrapping procedures in SmartPLS. The decision criteria were based on t-statistic >1.96 and p-value <0.05. Direct effect testing examined the influence of training quality, coworker support, and compensation on performance, while moderation testing examined whether job tenure strengthened or weakened these relationships through interaction effects ($X1 \times Z \rightarrow Y$, $X2 \times Z \rightarrow Y$, and $X3 \times Z \rightarrow Y$). Hypotheses were accepted when statistical criteria were fulfilled and rejected when they did not meet the significance requirements.

IV. RESULTS AND DISCUSSIONS

➤ *Descriptive Analysis*

- *Path Coefficient*

Path coefficients indicate the direction and strength of relationships among latent variables. The significance of the relationships is assessed through the bootstrapping procedure by examining the t-statistic and p-value values as the basis for accepting or rejecting the hypotheses.

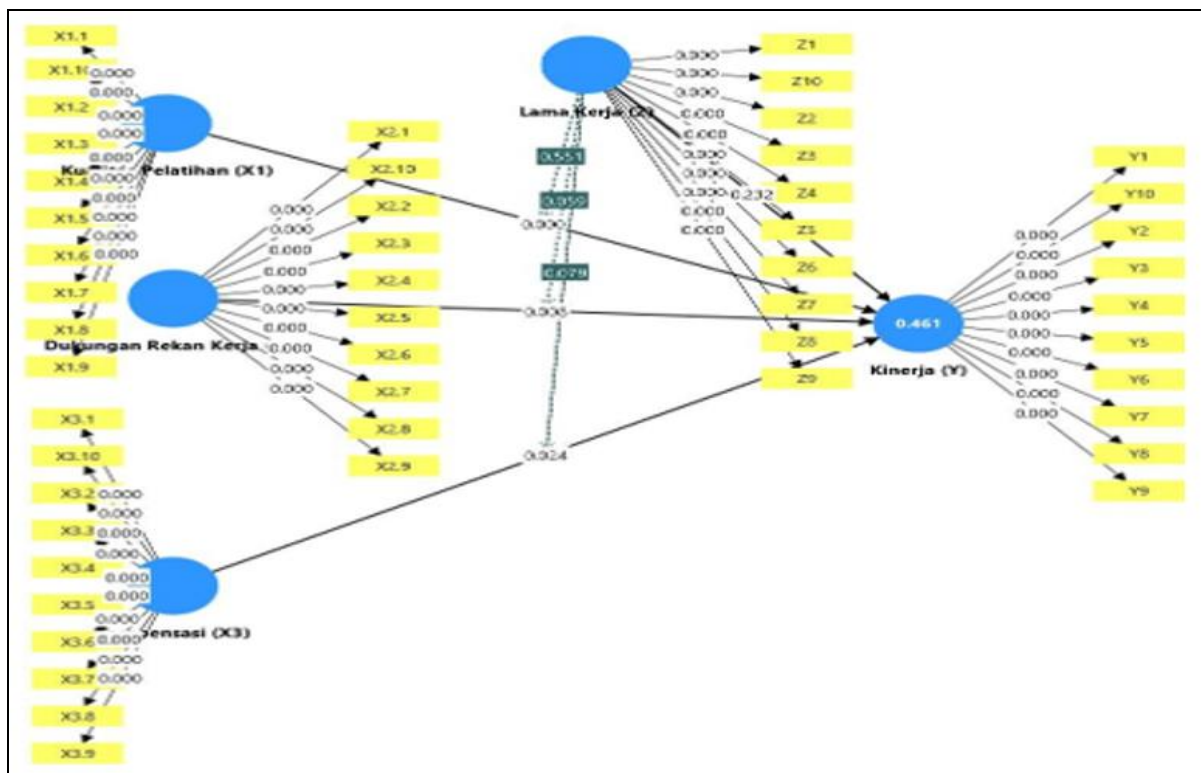


Fig 1 Bootstrapping
Source: Primary Data, Processed (2026)

Based on the bootstrapping results, the variables of training quality, coworker support, and compensation have a significant effect on the performance of Family Planning (KB) counselors, as indicated by their p-values of < 0.05 .

Meanwhile, job tenure and the moderating variables do not show a significant effect on the performance of KB counselors.

Table 1 Direct and Moderating Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workplace Support (X2) → Performance (Y)	0.222	0.221	0.084	2.643	0.008
Compensation (X3) → Performance (Y)	0.244	0.243	0.108	2.250	0.024
Training Quality (X1) → Performance (Y)	0.299	0.288	0.086	3.488	0.000
Job Tenure (Z) → Performance (Y)	0.167	0.167	0.140	1.194	0.232
Work Tenure (Z) × Coworker Support (X2) → Performance (Y)	-0.204	-0.178	0.108	1.889	0.059
Work Tenure (Z) × Compensation (X3) → Performance (Y)	-0.211	-0.181	0.120	1.757	0.079
Work Tenure (Z) × Training Quality (X1) → Performance (Y)	-0.064	-0.060	0.107	0.597	0.551

Source: Primary Data, Processed (2026)

Based on the results of the path coefficient and bootstrapping tests presented in Table 1, the coworker support variable (X2) has a positive and significant effect on Family Planning Counselor Performance (Y), with a path coefficient value of 0.222 and a p-value of 0.008 (< 0.05). This indicates that better coworker support contributes to improved performance of Family Planning Counselors.

The compensation variable (X3) also has a positive and significant effect on Family Planning Counselor Performance (Y), with a path coefficient value of 0.244 and a p-value of 0.024 (< 0.05). This means that an adequate compensation system can improve the performance of Family Planning Counselors.

Furthermore, training quality (X1) has a positive and significant effect on Family Planning Counselor Performance (Y), with a path coefficient value of 0.299 and a p-value of 0.000 (< 0.05). This finding indicates that high-quality training contributes to improving the performance of Family Planning Counselors.

Meanwhile, work tenure (Z) does not have a significant direct effect on Family Planning Counselor Performance (Y), as indicated by its p-value of 0.232 (> 0.05). In addition, work tenure does not significantly moderate the relationships between coworker support, compensation, and training quality with Family Planning Counselor Performance. This is demonstrated by the moderation p-values, which are greater than 0.05, namely 0.059, 0.079, and 0.551, respectively.

Therefore, it can be concluded that training quality, coworker support, and compensation have positive and significant effects on Family Planning Counselor Performance, while work tenure does not have a significant effect either directly or as a moderating variable.

➤ Hypothesis Testing

Hypothesis testing was conducted to determine the significance level of the relationships among latent variables in the research model. The testing was performed using the bootstrapping method in SmartPLS 4 by examining the path coefficient, t-statistic, and p-value values. A hypothesis is considered significant if it has a t-statistic value > 1.96 and a p-value < 0.05 at a 5% significance level ($\alpha = 0.05$).

Table 2 Hypothesis Testing Results

Hypothesis	Relationship	Original Sample	T-Statistic	P- Values	Result
H1	Training Quality (X1) → Performance (Y)	0.299	3.488	0.000	Accepted
H2	Coworker Support (X2) → Performance (Y)	0.222	2.643	0.008	Accepted
H3	Compensation (X3) → Performance (Y)	0.244	2.250	0.024	Accepted
H4	Work Tenure (Z) → Performance (Y)	0.167	1.194	0.232	Rejected
H5	Work Tenure (Z) × Training Quality (X1) → Performance (Y)	-0.064	0.597	0.551	Rejected
H6	Work Tenure (Z) × Coworker Support (X2) → Performance (Y)	-0.204	1.889	0.059	Rejected
H7	Work Tenure (Z) × Compensation (X3) → Performance (Y)	-0.211	1.757	0.079	Rejected

Source: Primary Data, Processed (2026)

Based on the hypothesis testing results presented in Table 5.21, training quality (X1) has a positive and significant effect on Family Planning Counselor Performance (Y). This is indicated by the original sample value of 0.299, t-statistic value of 3.488 (> 1.96), and p-value of 0.000 (< 0.05). Therefore, the first hypothesis (H1) is accepted. These findings indicate that better training quality provided

to Family Planning Counselors leads to improved performance. High-quality training enhances counselors' knowledge, skills, and work capabilities in carrying out their duties and responsibilities.

Furthermore, coworker support (X2) also has a positive and significant effect on Family Planning Counselor

Performance (Y). This is supported by the original sample value of 0.222, t-statistic value of 2.643 (>1.96), and p-value of 0.008 (<0.05). Thus, the second hypothesis (H2) is accepted. The results indicate that coworker support, including emotional support, work assistance, and information sharing, can improve work motivation and comfort, thereby enhancing the performance of Family Planning Counselors.

The compensation variable (X3) is also proven to have a positive and significant effect on Family Planning Counselor Performance (Y). This is demonstrated by the original sample value of 0.244, t-statistic value of 2.250 (>1.96), and p-value of 0.024 (<0.05). Therefore, the third hypothesis (H3) is accepted. These findings show that fair and appropriate compensation can improve work motivation, enthusiasm, and job satisfaction, which ultimately contributes to better performance.

Meanwhile, work tenure (Z) does not have a significant effect on Family Planning Counselor Performance (Y). This is shown by the original sample value of 0.167, t-statistic value of 1.194 (<1.96), and p-value of 0.232 (>0.05). Therefore, the fourth hypothesis (H4) is rejected. This result indicates that work tenure does not directly determine the level of performance of Family Planning Counselors. Counselors with longer work tenure do not necessarily demonstrate higher performance compared to those with shorter work experience.

The moderation test results indicate that work tenure (Z) does not moderate the effect of training quality on Family Planning Counselor Performance. This is indicated by the original sample value of -0.064, t-statistic value of 0.597 (<1.96), and p-value of 0.551 (>0.05). Therefore, the fifth hypothesis (H5) is rejected. This finding indicates that work tenure neither strengthens nor weakens the relationship between training quality and performance.

Furthermore, work tenure also does not moderate the effect of coworker support on Family Planning Counselor Performance. The test results show an original sample value of -0.204, t-statistic value of 1.889 (<1.96), and p-value of 0.059 (>0.05). Therefore, the sixth hypothesis (H6) is rejected. This means that the influence of coworker support on performance is not affected by the level of work tenure possessed by counselors.

In addition, work tenure does not moderate the effect of compensation on Family Planning Counselor Performance. This is evidenced by the original sample value of -0.211, t-statistic value of 1.757 (<1.96), and p-value of 0.079 (>0.05). Thus, the seventh hypothesis (H7) is rejected. These results indicate that work tenure does not strengthen or weaken the relationship between compensation and performance.

Overall, the findings of this study demonstrate that training quality, coworker support, and compensation are significant factors influencing Family Planning Counselor Performance. Meanwhile, work tenure does not have a significant effect either directly or as a moderating variable

in the relationship between the independent variables and Family Planning Counselor Performance.

V. DISCUSSION OF RESEARCH FINDINGS

➤ *The Effect of Training Quality on the Performance of Family Planning Counselors.*

The results of the study indicate that training quality has a positive and significant effect on the performance of family planning (KB) counselors, with a path coefficient value of 0.299, a t-statistic value of 3.488, and a p-value of 0.000 (<0.05), thus supporting H1.

These findings indicate that improvements in training quality will be followed by improvements in the performance of family planning counselors. This finding is supported by the descriptive analysis results, which show that the training quality variable is categorized as moderate, while the performance of family planning counselors is categorized as high. This condition indicates that although the training provided is not yet fully optimal, counselors are still able to achieve good performance.

Empirically, training programs conducted within the BKKBN Makassar City environment contribute to improving counselors' knowledge, skills, and communication abilities in carrying out their field duties. However, improvements are still required, particularly in terms of practical aspects and the effectiveness of training methods.

These findings are consistent with human resource management theory, which states that training serves as a means of improving employee competencies to achieve optimal performance. The results also support previous studies indicating that training quality has a positive effect on employee performance.

➤ *The Effect of Coworker Support on the Performance of Family Planning Counselors.*

The results of the study show that coworker support has a positive and significant effect on the performance of family planning counselors, with a coefficient value of 0.222, a t-statistic value of 2.643, and a p-value of 0.008 (<0.05), thus supporting H2.

These findings indicate that better coworker support leads to higher performance among family planning counselors. The descriptive analysis shows that the coworker support variable is categorized as moderate, while the performance of family planning counselors is categorized as high. This indicates that good performance can still be achieved even though coworker support has not yet reached an optimal level.

Empirically, support among family planning counselors within BKKBN Makassar City is reflected through teamwork, information sharing, and assistance in carrying out counseling activities.

These findings are consistent with social support theory, which states that interpersonal relationships in the workplace can improve employee motivation and work effectiveness. The findings are also consistent with previous research.

➤ *The Effect of Compensation on the Performance of Family Planning Counselors.*

The results of the study indicate that compensation has a positive and significant effect on the performance of family planning counselors, with a coefficient value of 0.244, a t-statistic value of 2.250, and a p-value of 0.024 (<0.05), thus supporting H3.

This finding indicates that better compensation will improve the performance of family planning counselors. The descriptive analysis shows that the compensation variable is categorized as moderate, while the performance of family planning counselors is categorized as high. This indicates that although compensation has not been fully optimal, counselors are still able to maintain good performance.

In the context of BKKBN Makassar City, compensation serves as a form of appreciation for the implementation of counselors' duties, which influences their work motivation.

These findings support work motivation theory, which states that compensation is an important factor in improving employee performance, and they are also consistent with previous studies.

➤ *The Effect of Work Tenure on the Performance of Family Planning Counselors.*

The hypothesis testing results show that work tenure does not have a significant effect on the performance of family planning counselors. This is indicated by the path coefficient (original sample) value of 0.167, a t-statistic value of 1.194, and a p-value of 0.232 (>0.05), resulting in the rejection of H4. These results indicate that work tenure, which in this study is measured through employees' perceptions of work experience gained during their employment period within the organization, has not been able to significantly influence the performance of family planning counselors at BKKBN Makassar City.

In this study, work tenure is operationalized based on the concept proposed by Ilham (2022), consisting of three main dimensions: job understanding, work ability, and work adaptation. These three dimensions represent the work experience gained by employees while performing their duties within the organization. Therefore, the findings indicate that counselors' perceptions of their work experience, including their understanding of tasks, improvement of work abilities, and adaptation to the work environment, have not significantly improved their performance.

The descriptive analysis results show that the work tenure variable has a mean value of 3.522, which is

categorized as high, while the performance of family planning counselors has a mean value of 3.520, also categorized as high. These findings indicate that most respondents have positive perceptions of their work experience and demonstrate high levels of performance. However, hypothesis testing reveals that the relationship between these two variables is not statistically significant. This condition indicates that a high level of perceived work experience is not necessarily the main factor determining the performance level of family planning counselors.

The insignificant effect of work tenure on performance can be explained by the characteristics of the research respondents. Based on respondent data, most family planning counselors have relatively long work experience, resulting in limited variation in work experience among respondents. This condition is known as restriction of range, which occurs when most respondents have relatively similar characteristics, causing limited data variation and making statistical relationships between variables more difficult to detect. With limited variation in work experience, the model's ability to capture the influence of work experience on performance becomes restricted, even though descriptively both variables are categorized as high.

Furthermore, this study applies the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with 105 respondents, five research constructs, approximately fifty measurement indicators, and three interaction constructs (moderation). The complexity of the model reduces the ability to detect direct and moderating effects compared with simpler models. Therefore, the insignificant effect of work tenure on performance may also be influenced by limited statistical power in detecting relatively small effects.

The findings of this study are inconsistent with Mo Wang et al. (2021), who stated that work experience influences various work outcomes, including performance, because employees with greater work experience tend to have better task understanding and adaptability. Similarly, Ilham (2022) found that work experience positively affects employee performance through improvements in job understanding, work ability, and work adaptation. These three dimensions were also used as the basis for measuring the work tenure variable in this study. However, despite respondents having high perceptions of these three aspects, the results indicate that work experience has not significantly influenced the performance of family planning counselors.

The differences between this study and previous research may be influenced by respondent characteristics and organizational context. Most respondents have relatively high work experience, resulting in limited data variation (restriction of range). In addition, the characteristics of family planning counseling work require continuous competency development through training, teamwork, and adaptability to changes in programs and policies. Therefore, existing work experience may not directly improve performance without support from other relevant factors.

The findings indicate that, in the context of BKKBN Makassar City, the performance of family planning counselors is more strongly influenced by factors directly related to job implementation, namely training quality, coworker support, and compensation, which were proven to have positive and significant effects on performance in this study. Therefore, work experience remains an important asset for counselors in understanding tasks, improving work abilities, and adapting to the work environment; however, it has not become a dominant factor directly determining improvements in family planning counselors' performance.

➤ *The Role of Length of Service in Moderating the Effect of Training Quality on the Performance of Family Planning Extension Workers.*

The hypothesis testing results indicate that length of service was unable to moderate the effect of training quality on the performance of family planning extension workers. This is demonstrated by the interaction coefficient (original sample) value of -0.064, t-statistic value of 0.597, and p-value of 0.551 (>0.05), indicating that H5 was rejected. These findings suggest that length of service, which was measured through employees' perceptions of work experience gained during their tenure in the organization, was not able to significantly strengthen or weaken the relationship between training quality and the performance of family planning extension workers.

In this study, training quality was measured based on three dimensions, namely training planning, training implementation, and training interaction. These three dimensions represent the quality of training implementation, starting from the planning stage, the implementation process, to the interactions occurring during the learning process. Meanwhile, length of service was measured based on employees' perceptions of work experience obtained throughout their employment period, reflected through the dimensions of job understanding, work ability, and work adaptation. The results indicate that training quality continued to have a positive effect on the performance of family planning extension workers; however, the magnitude of this effect was not influenced by the level of work experience perceived by the respondents.

The descriptive analysis results show that training quality had an average score of 3.327, categorized as moderate, while length of service had an average score of 3.522, categorized as high. Furthermore, the performance variable of family planning extension workers had an average score of 3.520, which was also categorized as high. These findings indicate that although respondents had good perceptions of their work experience, such experience was not able to alter the strength of the relationship between training quality and performance improvement.

The negative interaction coefficient (-0.064) indicates a tendency that the higher the perceived work experience of extension workers, the weaker the effect of training quality on performance tends to become. However, this tendency was not statistically significant because the p-value of 0.551 was far above the significance level of 0.05. Therefore, the

negative coefficient cannot be interpreted as evidence that work experience truly weakens the effect of training quality on performance, but rather only reflects the tendency of relationships observed in this research data.

The insignificant moderating effect can be explained by the characteristics of the research respondents. Most family planning extension workers had relatively high work experience, resulting in limited variation in perceived work experience among respondents (restriction of range). This condition reduces the ability of the model to detect interaction effects. Furthermore, this study employed the PLS-SEM model with 105 respondents, five research constructs, approximately fifty measurement indicators, and three interaction constructs (moderation). The complexity of the model may also affect statistical power in detecting relatively small moderating effects.

The findings of this study are inconsistent with the research of Yang, Wei, and Zhou (2022), which stated that length of service acts as a moderating variable in the relationship between education and task performance. Their study demonstrated that employees with greater work experience were better able to utilize their knowledge and experience, thereby strengthening the influence of organizational factors on performance. Similarly, Pahos, Nikolaou, and Drakos (2022) found that length of service strengthened the effect of High Performance Work Systems practices on organizational commitment because more experienced employees were better able to utilize organizational practices optimally.

The differences between these findings and previous studies may be influenced by organizational characteristics, respondent characteristics, and the research context. Within the environment of BKKBN Makassar City, the training received by extension workers appears to provide relatively similar benefits for all family planning extension workers, regardless of their level of perceived work experience. This indicates that training designed through effective planning, implementation, and supportive training interactions can improve the performance of family planning extension workers, both among those with high and low levels of work experience.

Furthermore, the descriptive analysis indicates that training quality remains in the moderate category. This finding suggests that there is still room for improvement, particularly through the development of training programs based on training needs analysis, so that training planning, implementation, and interaction become more aligned with the work requirements of family planning extension workers. Therefore, improving training quality is expected to provide a greater impact on performance improvement compared to relying solely on existing work experience.

Based on these findings, it can be concluded that, within the context of this study, length of service has not been proven to function as a moderating variable in the relationship between training quality and the performance of family planning extension workers. The performance of

extension workers is more strongly influenced by training quality itself rather than by their perceived work experience. These findings indicate that high-quality training remains important to be provided to all family planning extension workers regardless of their level of experience, ensuring equal opportunities to improve competence and performance.

➤ *The Role of Length of Service in Moderating the Effect of Co-worker Support on the Performance of Family Planning Extension Workers.*

The hypothesis testing results indicate that length of service was unable to moderate the effect of co-worker support on the performance of family planning extension workers. This is indicated by the interaction coefficient (original sample) value of -0.204, t-statistic value of 1.889, and p-value of 0.059 (>0.05), resulting in the rejection of H6. These findings indicate that length of service, which was measured through employees' perceptions of work experience gained during their employment period, was not able to significantly strengthen or weaken the effect of co-worker support on the performance of family planning extension workers.

In this study, co-worker support was measured based on three dimensions, namely emotional support, instrumental support, and informational support. These three dimensions represent the forms of support received by extension workers from their colleagues in carrying out their duties, including attention and concern, assistance in completing tasks, as well as the provision of information and suggestions that support work implementation. Meanwhile, length of service was measured based on employees' perceptions of work experience obtained throughout their employment period, reflected through the dimensions of job understanding, work ability, and work adaptation. The results show that co-worker support continues to have a positive effect on the performance of family planning extension workers; however, the magnitude of this effect was not significantly influenced by respondents perceived work experience.

The results of the descriptive analysis show that co-worker support had an average score of 3.478, categorized as high, while length of service had an average score of 3.522, which was also categorized as high. Meanwhile, the performance of family planning extension workers had an average score of 3.520, categorized as high. These findings indicate that respondents generally perceived good support from colleagues and had high perceptions of their work experience. However, the high levels of both variables were not sufficient to produce a significant moderating effect on the relationship between co-worker support and the performance of family planning extension workers.

The negative interaction coefficient (-0.204) indicates a tendency that the higher the perceived work experience of extension workers, the weaker the effect of co-worker support on performance tends to become. Nevertheless, the p-value of 0.059 indicates that the relationship is close to the significance level. In other words, there is an indication that

work experience has a potential direction of influence in moderating the relationship between co-worker support and performance; however, the statistical evidence obtained in this study is not strong enough to confirm that the moderating effect is statistically significant.

The insignificant moderating effect can be explained by the characteristics of the research respondents. Most family planning extension workers had relatively high work experience, resulting in limited variation in perceived work experience among respondents (restriction of range). This condition reduces the ability of the model to detect interaction effects. In addition, this study employed a PLS-SEM model with 105 respondents, five research constructs, approximately fifty measurement indicators, and three interaction constructs (moderation). The complexity of the model may also affect statistical power in detecting relatively small moderating effects. This is reflected in the p-value, which is very close to the significance threshold, suggesting that in future studies with a larger sample size or more diverse respondent characteristics, the moderating effect may be detected more clearly.

The findings of this study differ from those of Pahos, Nikolaou, and Drakos (2022), who found that length of service strengthened the effect of organizational practices on employee commitment because employees with greater work experience were better able to utilize organizational support optimally. Similarly, Glambek, Nielsen, and Einarsen (2024) demonstrated that length of service functions as a moderating variable in the relationship between workplace conditions and various work outcomes. Their study explained that employees with greater work experience tend to have better adaptation abilities, enabling them to deal more effectively with workplace pressures and dynamics.

The differences in findings are likely influenced by variations in organizational context, job characteristics, and the forms of support examined. Within the BKKBN Makassar City environment, co-worker support appears to have become part of the organizational work culture experienced by almost all family planning extension workers. Therefore, the benefits of co-worker support in improving performance can be experienced relatively equally by all extension workers, regardless of their level of perceived work experience.

Furthermore, the descriptive analysis results show that co-worker support was categorized as high, indicating that work relationships among extension workers have been well established. Emotional support, instrumental support, and informational support received from colleagues directly contribute to improving performance, meaning that their influence does not depend on the level of work experience possessed by employees. This indicates that teamwork and a supportive work culture within BKKBN Makassar City play a more dominant role than work experience in influencing the performance of family planning extension workers.

Based on these findings, it can be concluded that, within the context of this study, length of service has not been proven to function as a moderating variable in the relationship between co-worker support and the performance of family planning extension workers. Nevertheless, the negative interaction coefficient and p-value of 0.059 indicate a tendency in the relationship direction that should be considered in future research. Therefore, future studies may use a larger number of respondents or more diverse respondent characteristics to obtain a more comprehensive understanding of the role of work experience in moderating the relationship between co-worker support and performance.

➤ *The Role of Work Tenure in Moderating the Effect of Compensation on the Performance of Family Planning Extension Officers.*

The hypothesis testing results indicate that work tenure was unable to moderate the effect of compensation on the performance of family planning extension officers. This is demonstrated by the interaction coefficient (original sample) value of -0.211, a t-statistic value of 1.757, and a p-value of 0.079 (>0.05), resulting in the rejection of H7. These findings indicate that work tenure, measured through employees' perceptions of work experience gained during their employment period, has not been able to significantly strengthen or weaken the effect of compensation on the performance of family planning extension officers.

In this study, compensation was measured based on three dimensions: salary, allowances, and financial benefits. These three dimensions represent the forms of rewards received by family planning extension officers as appreciation for their contributions to the organization, including regular salaries, allowances provided according to applicable regulations, and other financial benefits that support employee welfare. Meanwhile, work tenure was measured based on employees' perceptions of work experience acquired throughout their employment, reflected through the dimensions of job understanding, work ability, and work adaptation. The results show that compensation has a positive effect on the performance of family planning extension officers; however, the magnitude of this effect is not significantly influenced by respondents' perceptions of their work experience.

The descriptive analysis results show that the compensation variable has an average value of 3.316, categorized as moderate, while the work tenure variable has an average value of 3.522, categorized as high. Meanwhile, the performance of family planning extension officers has an average value of 3.520, which is also categorized as high. These findings indicate that although extension officers have good perceptions of their work experience, such experience has not been able to alter the magnitude of the effect of compensation on improving performance.

The negative interaction coefficient (-0.211) indicates a tendency that the higher the perceived work experience of extension officers, the weaker the effect of compensation on performance tends to become. However, the p-value of

0.079 indicates that this relationship is not statistically significant. Therefore, the negative coefficient cannot be interpreted as evidence that work experience actually weakens the effect of compensation on performance, but rather only indicates a directional tendency that has not received sufficient statistical support.

The insignificant moderating effect can be explained by the characteristics of the research respondents. Most family planning extension officers have relatively high work experience, resulting in limited variation in perceptions of work experience among respondents (restriction of range). This condition reduces the model's ability to detect interaction effects. Furthermore, this study employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with 105 respondents, five research constructs, approximately fifty measurement indicators, and three interaction constructs (moderation). The complexity of the model may also affect statistical power in detecting relatively small moderating effects. This is reflected in the p-value of 0.079, which is close to the significance threshold of 0.05, indicating that there may be a certain directional relationship, although it cannot yet be considered statistically significant.

The findings of this study differ from those of Pahos, Nikolaou, and Drakos (2022), who found that work tenure strengthens the effect of human resource management practices on organizational commitment. Their study explained that employees with greater work experience tend to provide stronger responses to various forms of rewards and organizational support. Similarly, Yang, Wei, and Zhou (2022) demonstrated that work experience can moderate the relationship between organizational factors and employee performance because experience enables employees to utilize organizational resources more effectively.

The differences in findings are likely influenced by organizational characteristics and the compensation system implemented at BKKBN Makassar City. The compensation received by family planning extension officers is generally regulated based on applicable policies and is relatively distributed equally among employees. This condition causes compensation to remain capable of improving the performance of family planning extension officers regardless of differences in perceived work experience. In other words, both officers with high and low perceptions of work experience receive relatively similar benefits from the implemented compensation system.

Furthermore, the descriptive analysis shows that compensation remains at a moderate level, indicating that there is still room for improvement in employees' perceptions of the existing compensation system. Enhancing compensation through salaries, allowances, and financial benefits that are more aligned with workload and contributions of family planning extension officers is expected to have a greater impact on improving performance compared to relying solely on existing work experience. Therefore, the organization needs to continuously evaluate the compensation system to enhance

work motivation and encourage improvements in the performance of family planning extension officers.

Based on these findings, it can be concluded that, within the context of this study, work tenure has not been proven to function as a moderating variable in the relationship between compensation and the performance of family planning extension officers. Nevertheless, the negative interaction coefficient (-0.211) and p-value of 0.079 indicate a tendency that work experience may influence this relationship, although the statistical evidence obtained is not sufficient to confirm a significant moderating effect. Therefore, future studies are recommended to use larger sample sizes, more diverse respondent characteristics, or simpler research models to examine the role of work experience as a moderating variable more comprehensively.

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