

ANALYSIS OF COMPENSATION AND MOTIVATION PROVIDING AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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Abstract

An organization's reward system can play an important role in influencing employee performance. The concept of compensation has existed since ancient times, when humans bartered goods and services to meet needs. Compensation is more in the nature of financial payments. Workers' compensation is all forms of salaries and rewards given to workers and arising from their work. Usually compensation and benefits will be given based on employee performance. Performance enhancing compensation practices are designed to increase employee productivity through greater accountability, while highlighting differences in performance between employees. Employees are one of the organization's valuable resources because an organization cannot operate if there are no humans to manage and handle the entire operational process. However, the employees recruited must have good qualities so that they can be used as valuable company resources or assets. This research uses a survey design which is a non-experimental setting and is based on descriptive and correlational studies. The research method used is qualitative with a case study approach, analyzing data through interactive data analysis techniques. This research uses qualitative research because this type of research provides a philosophical view of the research subject and its reality.

Keywords: *Compensation, Motivation, Employee Performance.*

Abstrak

Tujuan penelitian adalah untuk mengetahui dan menganalisis pengaruh pengawasan kerja, disiplin, dan motivasi secara individu dan bersama-sama terhadap kinerja pegawai. Metode yang digunakan dalam penelitian adalah analisis regresi kuantitatif untuk mengetahui besarnya variabel independen dan dependen. Populasi dalam penelitian adalah seluruh karyawan pabrik PT Tatametal Lestari yang berjumlah 275 orang. Jumlah sampel ditentukan dengan menggunakan teknik Slovin dan menghasilkan 163 responden. Setiap responden menerima total 50 pertanyaan melalui kuesioner. Data dalam penelitian dianalisis melalui analisis kuantitatif dengan menggunakan uji regresi linier sederhana dan ganda (uji T & uji F). Hasil pengolahan data menunjukkan bahwa pengawasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai sebesar 2,928. Selanjutnya kedisiplinan berpengaruh positif dan signifikan terhadap kinerja pegawai sebesar 2,522. Motivasi juga berpengaruh positif dan signifikan terhadap kinerja karyawan sebesar 2,371. Kombinasi pengawasan kerja, disiplin, dan motivasi juga berpengaruh positif dan signifikan terhadap kinerja pegawai sebesar 6,107. Hal ini menunjukkan bahwa kombinasi pengawasan kerja, disiplin, dan motivasi akan terus meningkatkan kinerja karyawan secara keseluruhan.

Kata Kunci : Pengawasan, Disiplin, Motivasi, Kinerja Pegawai.

I. INTRODUCTION

High performance improvement is highly dependent on human resources. Experts have proposed a number of hypotheses through motivation theory to encourage superior employee performance. Benefits and remuneration are one aspect of motivation theory. In human resource management, compensation is an important component that drives employee performance and retention. Paying employees appropriately and according to their performance can increase motivation and morale, as well as strengthen their commitment to the company. Motivation is an innate need that drives people to act and achieve their goals. Increasing work motivation has the potential to increase the results, effectiveness and quality of staff work.

Performance is the result of an employee's work completed within a certain period of time. A company must function well to achieve its goals. Experts have researched the relationship between motivation, performance and remuneration in great detail. The three have a beneficial relationship, the study found. Rewarding employees well can increase their motivation at work, and motivated employees will perform better. As a result of the current era of globalization, the business world and the people who work in it have to experience a number of changes, and organizations must always be ready to face new problems and changes as organizations that are adaptive, innovative and can respond quickly to all forms of change, both internal and external changes. .

Human Resources are essential to all organizational activities because they ensure the organization's survival and competitive success, whether through gaining market share, community service, or long-term image enhancement. Even though it has reliable infrastructure, technology and facilities. However, organizational operations will not function well without the assistance of reliable resources. This shows that human resources are important and must be considered in all matters.

An organization's reward system can play an important role in influencing employee performance. Universities have a very important role in developing skills and improving the economy, therefore a quality workforce is needed. Compensation is more in the nature of financial payments. The concept of compensation has existed since ancient times, when humans bartered goods and services to meet needs. As time goes by, compensation systems also evolve. During feudal times, landowners provided wages to farmers in the form of land

and crops. In the industrial era, salaries and wages became the dominant form of compensation. Factors Driving Compensation Development among others The Industrial Revolution increased the need for labor and encouraged the creation of a salary and wage system. Economic Development means Increasing the complexity of work and giving rise to various types of compensation. Global Competition increases the value of paying the best talent competitively to attract and retain them. The benefits that workers receive as compensation for their services to the company are called compensation. Salaries, salaries, bonuses, incentives, benefits, and pensions are some examples of compensation. Non-Financial: Leave, health, self-development, appreciation, and a good work environment. The meaning of compensation is as a source of income and welfare, a tool to attract, motivate and retain employees, improve living standards and encourage economic growth. challenges in Compensation Management Determine fair and competitive compensation levels, taking into account employee performance, experience and responsibilities. Compensation is an important element in employment relationships. Understanding the nature and meaning of compensation helps all parties involved to achieve common goals.

While the demand and supply of labor in the market can influence the level of salaries and benefits offered by a company, the company's financial capacity is an important factor in determining the amount of compensation. Employee performance and achievements are the main factors taken into consideration in determining the amount of remuneration, not only position and The responsibilities that employees develop also determine the level of compensation.

The theory regarding the basis of the compensation determination system places more emphasis on equality and fairness in providing compensation, employees with the same performance and responsibilities must receive the same compensation, there is an equity theory which focuses on employee perceptions of the fairness of compensation, employees will feel treated fairly if they receive compensation proportional to the input. The compensation system is designed to align company and employee goals.

Welfare for employees cannot be ignored. Some companies take care of employee welfare by providing compensation and benefits in the form of allowances, promotions and incentives. Compensation and benefits are provided based on employee performance. Workers' compensation is any form of salary and reward that employees receive as a direct result of their

work. Benefits and remuneration are often given based on how well employees perform. Performance-based pay plans aim to draw attention to performance gaps among employees and increase worker productivity by encouraging better accountability. Because people management and handling of all operational activities are necessary for an organization to function, employees are a vital organizational resource and handle all operational processes. However, the employees recruited must have good qualities so that they can be used as valuable company resources or assets.

Concept/ Definition

A. Understanding Compensation

Employees receiving Compensation is the company's way of saying thank you for their efforts. There are three possible forms of compensation: cash, direct commodities, or indirect goods. The salary given is in the form of bonuses, allowances and salaries. On the other hand, non-cash benefits can be in the form of health insurance, vacation benefits, pensions, etc. Company policies determine the type of pay and the amount of compensation given to employees.(Samak, Latupapua, & Lestari, 2022)

Compensation is financial remuneration is one way that employees in an organization are compensated for the work they do or non-financially (awards, positions, working conditions, etc.).(Samak et al., 2022) Financial compensation can be measured by Money can be used to measure monetary rewards, which include salary, bonuses, and benefits. On the other hand, non-financial remuneration, such as position, recognition, and working conditions, cannot be measured in terms of money. Employees can receive compensation in the form of bonuses and salaries directly from their employers. Instead, employees receive indirect wages in the form of benefits, such as health benefits and pensions.(Chico, Macarayo, Gulayan, & Cero, 2022) According to Hasibuan (2000), compensation is a reward given by a corporation can be in the form of money, direct products or indirect returns to employees.

From the explanation that has been explained, compensation is a reward or can be said to be an award given to employees who have carried out their duties and responsibilities in their appointed positions and have achieved the targets set.

B. Purpose of Compensation

The general purpose of salary is to achieve organizational goals and ensure equality in both internal and external contexts. Although external justice is primarily concerned with conducting wage surveys outside the organization and comparing them with similar jobs outside the company, internal justice is achieved by examining roles and emphasizing the company's internal features. (Sugiono, Efendi, & Susilo, 2021)

According to Newman (2005), the aim of providing rewards is to achieve company efficiency, openness must comply with applicable rules and laws. What is meant by efficiency is:

1. Good compensation can improve employee performance, improve employee quality, and provide employee satisfaction.
2. For refund of employee costs.

According to Davies Keitch (2000) the objectives of compensation are:

1. Get quality human resources

A well-designed compensation plan should be provided to employees in an impartial, fair, and transparent manner to ensure their satisfaction with their pay. A company will find it easier to recruit high-skilled workers because there will be many candidates if they pay their employees well. As a result, businesses will be able to choose between applications more rigorously and will have a greater chance of recruiting qualified staff.

2. Retaining Existing Employees

A strong compensation plan must be offered to employees in an objective, fair, and transparent manner with the goal of ensuring their satisfaction with their pay.

3. Guarantee Justice

Rewards given based on fairness both internally and externally are a sign of an excellent compensation scheme. Therefore, fair rewards or rewards must also be measurable, using measurements that have been modified to take into account the type, volume and complexity of work.

4. Rewarding Desired Behavior

Employees who have demonstrated extraordinary efforts and contributed behavior to the business can be rewarded in the form of awards. Employees can use this as an incentive to develop and improve their superior behavior while working in the organization.

5. Controlling Costs

Organizations will be able to recruit and retain workers of the desired quality with the help of a wage plan that is fair and neither too expensive nor too cheap.

6. Follow government regulations

A well-designed compensation plan must comply with all relevant laws and regulations.

7. Open and Transparent

A successful incentive program must be accessible to everyone in the company, open and transparent, and easy to understand.

8. Increasing Administrative Efficiency

A systematic information system that integrates all components must be developed to produce a reward system that is well thought out and processed quickly.

C. Factors That Influence Compensation

Notoatmodjo (2009) emphasized that a number of factors influence the amount of compensation, including:

1) Productivity

Every business wants to make money. These profits can be in the form of tangible or intangible assets. Therefore, companies need to take into account how productive their workers are in relation to the amount of money they make.

2) Ability To Pay

The salary will be determined by the company's financial capabilities.

3) Willingness to Pay

The wisdom of paying employees will depend on their willingness to pay.

4) Labor Demand

The remuneration structure will be influenced by the quantity of workers available in the labor market.

5) Employee Organization

The existence of an organization will have an impact on employee remuneration policies.

6) Various Invitational Regulations and Legislation.

The legislative system, which includes labor laws and regulations, will advance along with the government system.

D. Differences in Theories - Theories Concerning the Basis of Compensation Determining Systems and Differentiation of Forms

1) Ability to Pay Theory

The company must be able to pay and determine a reasonable wage level based on the company's financial capabilities. In this theory, there are advantages, including maintaining the company's financial stability and preventing the company from overspending on salaries. The drawback of this theory is that it does not consider the value of employee contributions and also has the potential to create salary inequality between employees

2) Marginal Productivity Theory

Values employee contribution to company productivity and aims to link salary to employee performance. The advantage of this theory is that it increases company efficiency and productivity and can also provide incentives for employees to improve performance. However, this theory has shortcomings, namely that it is difficult to measure the value of individual employee contributions and has the potential to create unhealthy competition between employees

3) Justice Theory

Creating a salary system that is fair and acceptable to all employees. The advantage is that it can increase employee morale and motivation and the disadvantage of this theory is that it has the potential to cause conflict between employees.

4) Demand and Supply Theory

Determining wage levels based on the labor market. The advantage of this theory is that it guarantees salaries that are competitive in the market and the disadvantage is that it does not take into account internal company factors such as financial capabilities and employee performance.

Differentiating Forms of Compensation Determining Systems:

- a. Time Based: This can be paid based on the number of hours worked, paid monthly or even based on a percentage of sales or profits
- b. Based on Performance: This is paid as an award for achieving certain performance to encourage the achievement of certain targets as well as sharing company profits with employees
- c. Based on Position: Paid based on position and responsibility as additional salary to compensate for certain costs, such as health benefits, transportation allowances, etc.

E. Motivation

Robbins (2003:156) defines motivation as a process that determines the level of effort, focus and perseverance a person expends to achieve their goals. However, according to Greenberg and Baron (2003: 190), motivation is a set of mechanisms that generate, guide and maintain action towards achieving goals in human behavior.

From the points of view above, it can be concluded that motivation is what drives someone in an organization to be willing and ready to mobilize their talents, energy and time to carry out various tasks that are their responsibility and fulfill their commitment to fulfill them. predetermined organizational goals and objectives. Motivation is an innate need that drives people to act and achieve their goals. Motivation can be defined as:

1. A method that explains an individual's intensity, direction and persistence in achieving their goals.
2. A situation that encourages someone to do something.
3. the confluence of external and internal influences that shape a person's behavior.

Types of Motivation:

1. Intrinsic motivation: The drive to succeed, learn new things, and curiosity are examples of motivation that arise from within a person.
2. External motivation: Personal motivation that comes from outside sources, such as rewards, praise, and punishment.

Factors Affecting Motivation:

1. Internal factors: Individual needs, values, and goals.
2. External factors: Incentives, rewards, and work environment.

Motivation Theory:

1. Maslow's hierarchy of needs theory: According to this theory, there are five levels of human needs, and satisfying a need at one level will not enable a person to fulfill a need at a higher level.
2. Herzberg's two-factor theory: According to this theory, there are two types of elements that influence motivation: hygiene factors and motivator factors.
3. Vroom's expectancy theory: According to this idea, a person's expectations determine how motivated they are to perform a task.

Increase Motivation:

1. Set clear and realistic goals.
2. Provide positive and constructive feedback.
3. Create a conducive work environment.
4. Give awards for achievements.
5. Provide opportunities to learn and grow.

Motivation is an important factor that can improve individual performance and productivity. Understanding the types of motivation, the factors that influence them, and motivation theories can help you increase the motivation of yourself and others.

F. Basic Theory of Employee Performance

1. Understanding Performance

According to Rivai in the journal Lili Sularmi and Nurul Hikmah Apriyanti (2019:131), employee performance is a person's willingness to complete a task and improve it in accordance with their obligations with the expected results.

A A. Anwar Prabu Mangkunegara (2017:9) states that the performance results or work achievements of an employee are determined by the caliber and volume of work carried out in carrying out their work in accordance with the obligations given.

In AA Anwar Prabu Mangkunegara (2017:9), Faustino Cardoso Gomes stated that terms such as output, efficiency and effectiveness are often associated with productivity.

According to Abdullah in the journal Firman Fauzi and Muhammad Hanafiah Siregar (2019:12), performance is the result of organizational work completed to the best of an

employee's ability in accordance with the leader's guidance, competence and capacity to grow as a thinker. through their work.

2. Performance Indicators

There are six measures of performance indicators, according to Moeheriono in the journal Sugiyah (2018:57), but any organization can arrange them according to its organizational goals.

These six groups consist of:

- a. The level of conformity achieved in achieving the expected results is measured by effectiveness.
- b. Efficiency measures how appropriate a process is to produce output at the lowest possible cost.
- c. Quality measures the extent to which customer demands and expectations are met by the quality of the goods or services produced.
- d. Timeliness measures whether tasks are completed accurately and on schedule.
- e. Productivity measures the level of efficacy of an organization.
- f. Safety evaluates the general well-being of the company and the health of the work environment for staff members.

Therefore, it can be said that human resource performance refers to the amount and quality of work carried out by human resources within a certain period of time in carrying out assigned tasks in accordance with the obligations given. Employee performance is more than just data to be able to make promotional and payment decisions on behalf of the company. But there is still room for improvement in the way businesses inspire workers and create strategies to prevent a decline in output. In contrast, performance indicators are measurements, both quantitative and qualitative, that show the extent to which a target or goal has been achieved.

Fact

The relationship between employee performance, motivation and remuneration is discussed in this journal. Salary is one variable that may influence employee motivation and performance, so this is crucial. The purpose of this research is to examine how employee motivation and performance are influenced by salary. It is hoped that the findings of this research will help companies develop fair and efficient payroll plans so that they can increase employee engagement and output. In this study, a survey research design was combined with

quantitative methodology. All personnel of organization X become the research population. A random sampling approach was used to select the research sample. One of the tools used to collect research data is a questionnaire. A regression analysis approach was used to test the data collected. The findings of this research show a beneficial relationship between providing compensation and employee work motivation.

Formulation Of The Problem

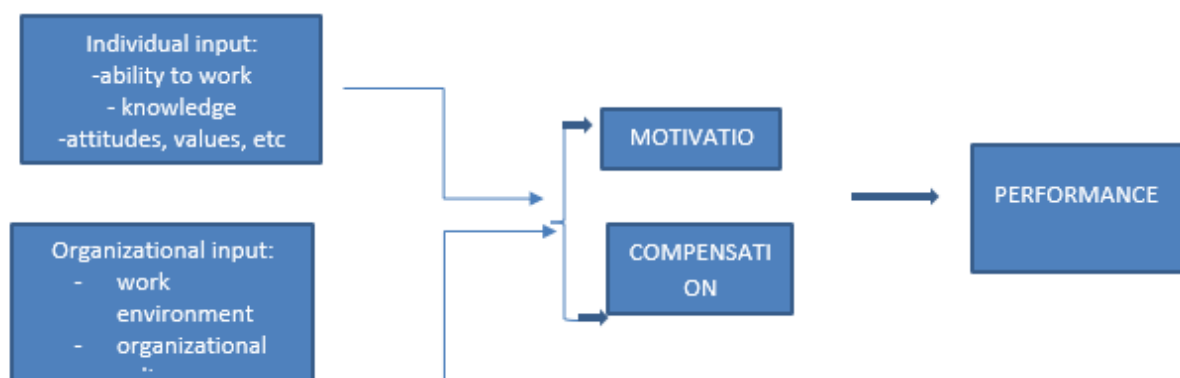
1. What is the impact of providing compensation related to employee work?
2. How does motivation impact employees' work?
3. What is the relationship between the impact of compensation and motivation on performance?

Objective

The overall aim of this writing is:

1. In order to understand the impact of providing compensation on employee work?
2. In order to understand the impact of encouragement on employee work?
3. In order to understand the relationship between the impact of compensation systems and motivation on performance?

Conceptuak Framework



Based on the results of a literature review regarding the relationship between compensation, motivation and performance variables, the conceptual model or conceptual framework is as above with the following explanation:

Input in this framework comes from Individuals / Workers and the workplace atmosphere. These two elements, including incentive mechanisms and salary structures, have an impact on each other in the company. These two processes are variables that will have an impact on employee performance.

II. RESEARCH METHODS

This research uses a qualitative approach where the research takes the form of a literature study or book review. This kind of study requires analysis of a theory by comparing it with a number of other ideas that have been put forward in the literature or with previous research findings that have been published in related scientific papers on human resource management. Every scientific publication cited comes from Mendeley and Google Scholar data searches. A literature review that is consistent with several acceptable methodological points of view is qualitative research in literature studies or literature reviews (Wydyanto & Ilhamalimy, 2021). To avoid influencing the researcher's questions, this should be applied inductively. The exploratory element in qualitative research is the reason behind its implementation. In addition, extensive discussions were held regarding the literature reviewed. This will then be used as a basis for comparing the findings with previous research results to determine the truth of the current hypothesis, because this section functions as a basis for developing a hypothesis (Permatasari and Jaelani, 2021). general view of research as a social system that understands behavior through observation direct. With this research, we can see how employee compensation, motivation and its impact on employee performance in the company.

III. RESULTS AND DISCUSSION

a. Impact of Compensation on Performance

Compensation is the amount of benefits that an organization provides to its workers in return for all their services to the company. Offering remuneration functions as a means of attracting, retaining and inspiring workers to contribute their best to the company/organization (Sinambela, 2019).

Compensation can increase the level of performance, but there are other factors besides rewards, such as an environment that allows employees to balance a good environment, which allows employees to balance the personal and professional environment which also plays a role in improving performance (study of XYZ College employees) ()(Adibah Abdul Qodir, 2019).

Based on the results of other research, employee performance is positively and significantly influenced by salary. Salary is one motivator that might lead to increased employee performance. Employee performance is directly correlated with remuneration; on the other hand, lower compensation results in worse performance. The relationship between employee performance and motivation and compensation (Case Study of UMKM Batik Employees in the Keraton Yogyakarta District) (Putu Ayu Desi, et al., 2020)

So it can be said that one of the roles as a motivator is compensation and benefits. However, there are other factors that can contribute more to improving performance. So organizations must focus more on these other factors, even though the compensation system also plays a role in improving performance.

As part of the reward elements, compensation plays an important role. This is as stated by Hadi Supraptikta, 2023 in the journal "Optimizing performance through Strategic Human Resource Management" stating that HR attention is needed to maintain a balance between what employees give in return for the benefits they receive. In this case, this is the reply. An imbalance between rewards and employee sacrifice can cause a decrease in employee performance. And in the end employees will feel disadvantaged and no longer motivated and choose to leave the company so that the expected performance cannot be achieved.

b. The Impact of Motivation on Employee Performance

Motivation is the engine that drives various human actions used to achieve goals. Motivational components include things that encourage, guide, maintain and show constant intensity towards a goal (Wibowo, 2022: 323).

Performance is acknowledged to be influenced by motivation, but motivation is not the only element that influences performance; Other factors also have an impact on employee performance (Wibowo, 2022: 330).

Anwar et al. (2023) conducted research at PT. Unchindize, Madura Branch, and found that staff performance was greatly influenced by motivation. Furthermore, a person's performance results will be better the more motivated they are, and conversely, if the level of motivation is low, their performance will get worse (Case Study of UMKM Batik Employees in the Keraton Yogyakarta District) (Putu Ayu Desi, et al., 2020)

c. The Relationship Between Compensation and Motivation on Performance

Werther and Davis describe compensation in Wibowo 2022:289 as the benefits that workers receive in return for their mental and energy services to the company. Meanwhile, motivation is someone's encouragement to act (Heller, 1998).

Based on the Two Factor Theory by F. Herzberg, Motivator Factors and Hygiene Factors are these two factors. Basic human requirements, or hygiene factors, do not inspire motivation and will only lead to dissatisfaction and demotivation if these requirements are not met. Salary and benefits are two examples of hygiene considerations, working conditions, status, reward systems, etc.

In line with Herzberg's theory, according to Hadi Supratikta in the journal "Optimizing Organizational Performance Through Strategic Resource Management (ASCARA Vol.3, No.2(2023)) states that references to position promotions as a form of compensation and reward can help in understanding Human Resources in improving Company Performance.

IV. CONCLUSION

Based on the statement above, it can be explained that one of the incentives for a high performing employee is a promotion as a form of non-financial reward and compensation.

Another theory about motivation is Abraham Maslow's theory, which states that compensation is one of the driving factors. This is reinforced by Agustian Zein in the journal "Determinants of Employee Engagement and Productivity: Analysis of Motivation, Competence, Compensation and Leadership (2023) states that financial compensation Non-physical is a motivator or driver of employee morale for high performance. This description illustrates that compensation in a company is very necessary to stimulate employee performance to achieve performance targets.

Salary and benefits as part of the compensation system cannot be separated from motivation. Demotivation and lack of job satisfaction may arise due to the implementation of inappropriate salary and incentive systems (Wibowo, 2022). (Rahmayati & Mardiah, 2023)(McHugh, Ranyard, & Lewis, 2011)

From the description above, it can be concluded that compensation is one of the supporting factors for motivation which will influence performance.

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