

THE EFFECT OF COMPENSATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE

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Abstract: This study aims to determine (1) the effect of compensation on job satisfaction, (2) the effect of compensation on employee performance, (3) the effect of job satisfaction on employee performance, (4) the effect of compensation on employee performance through job satisfaction at Pelita Maumere Hotel. The population in this study was employees of Pelita Maumere Hotel, a total of 40 people. Due to the limit of the population, this research was conducted by census or saturated sampling. Data were collected through a questionnaire and analyzed using the path analysis method. The results of path analysis show that compensation has a significant effect on job satisfaction, compensation has a significant effect on employee performance, and job satisfaction has a significant effect on employee performance. Based on the results of bootstrapping analysis, job satisfaction has a partial mediating role on the relationship between compensation and employee performance.

Keywords: Employee Performance, Job Satisfaction, Compensation

1. Introduction

Companies engaged in various fields are always faced with increasingly competitive competition, in the face of competition is certainly not enough just by using advanced technology in the production and operational activities of companies. The use of advanced technology in the company must be supported by reliable human resource capabilities, because no matter how sophisticated the technology used if not supported by reliable human resources does not necessarily contribute in ensuring the smooth operation of the company. Human resources in question are employees in the company, because employees are one of the main human resources in supporting the smooth running of the company's activities (Wicaksono, 2016). The importance of human resources in an organization requires every organization to get qualified and productive employees to run the organization (Muda *et al.*, 2021).

Organizational performance does not stand alone but it is also largely determined by the performance of human resources as part of an organizational system. The success of an organization depends largely on the quality of human resources. The organization is expected to have qualified employees, so that it can win competition in the business world (Ilmih, 2019). Faiza and Nazir (2015), further state that organizational performance can be improved by aligning performance management techniques with Human Resource Management practices.

Studies analyzing intermediary mechanisms between Human Resource Management and company performance typically focus on employee performance as dependent variables because it consists of employee behavior that is relevant to achieving organizational goals (Beltrán-Martín, et al., 2018). The phenomenon of employee performance is a multidimensional construction and a criterion that is vital to determining the success or failure of an organization. Employees are the blood stream of any business and are the most valuable asset of any organization because they can make or break an organization's reputation and can affect profitability (Sendawula, 2018). In addition, performance is a multicomponent concept that can distinguish aspects in the performance process, namely behavioral engagement from expected results. The behavior here indicates the actions a person shows to complete a job, while the aspect of the results states about the consequences of the individual's work behavior (Pradhan and Jena, 2016). Furthermore, Gibson, et al (1994) in Supardi, (2016) argued: that performance refers to the level of success in carrying out tasks as well as the ability to achieve goals that have been set, so that performance is declared good and successful if the desired goal can be achieved well.

One of the factors that affects the achievement of maximum performance is job satisfaction. Job satisfaction is one of the factors that drive why someone wants to work. If an employee has gained satisfaction from his work then he will feel happy to work (Siagian & Hazmanan, 2018). With the acquisition of job satisfaction, employee performance will increase because employees feel cared for by the company so there is an influence between employees and the company, namely, employees will meet job satisfaction and the company gets high performance from its employees (Lantara, 2019).

Job satisfaction is a feeling that supports or does not support the employee who is related to his work or to his condition. Work-related feelings involve aspects such as salary or wages received, career development opportunities, relationships with other employees, work placements, job types, corporate organizational structure, quality of supervision. While the feelings related to him include, age, health conditions, abilities, education. Employees will feel satisfied in working when these aspects are fulfilled and employees will feel dissatisfied when those aspects are fulfilled (Ratnawati & Atmaja, 2020). Employees who do not get job satisfaction will never achieve psychological satisfaction and in the end there will be negative attitudes or behaviors that will eventually cause a sense of frustration. Conversely, employees who feel satisfied will be able to work well, vigorously, actively, and can perform better than employees who do not get job satisfaction.

Compensation is a factor that affects performance while also affecting satisfaction. Employees receive compensation for providing services to the company. Every employee in the organization wants to be paid according to their expectations. If these expectations are met, employees will always be passionate about work. Salary is an important function in the management of human resources, as it is one of the most sensitive aspects of the working relationship. Cases occurred in employment relations include salary issues and various related aspects such as benefits, salary increases, salary structure and salary value. The compensation system helps strengthen the organization's key values and encourages the realization of organizational goals (Sutrisno, 2012).

According to Mangkunegara (2016), compensation given to employees greatly affects the level of job satisfaction and work motivation, as well as work results. Providing compensation in accordance with the type of work and employee position, the employee will feel satisfaction in work. The company must know the factors that can create job satisfaction for employees and be able to provide appropriate compensation, so that employee job satisfaction can be achieved that will improve performance.

The results of previous research summarized in table 1 which are to be studied empirically the extent of the relationship between variables. Furthermore, to provide direction in this research, it is formulated the research gap as follows:

Table 1. Summary of Research Gap

No	Variable Relationship	Research Results	Researchers
1	The effect of compensation on employee performance	Positive and significant effect.	Hartono, <i>et al.</i> (2021); Lestari <i>et al.</i> (2018); Siagian, (2018)
		Positive and insignificant effect.	Arifin (2017)
2	The effect of compensation is on employee satisfaction	Positive and significant effect.	Hartono, <i>et al.</i> (2021); Lestari <i>et al.</i> (2018)
		Negative and significant effect.	Tamali & Munasip, (2019)
		Positive and insignificant effect.	Harahap, & Khair, (2019)
3	The effect of employee satisfaction is on employee performance	Positive and significant effect.	Hartono, <i>et al.</i> (2021); Lestari <i>et al.</i> (2018)
		Positive and insignificant effect.	Siagian, <i>et al.</i> (2018) Subakti, (2013)

Source: research gap previous research

Table 1 shows the results of previous research that are different so that it has caused a research gap. The difference in the results of the study needs to be clarified again the findings of empirical evidence and this is as a gap for the clarity of the results of future research. Inconsistency of the results of the study becomes a gap to position employee satisfaction variables as intervening variables.

This research aims to: 1) know the effect of compensation on employee performance; 2) know the effect of compensation on employee job satisfaction; 3) know the effect of job satisfaction on employee performance; 4) know the effect of compensation on employee performance through job satisfaction.

2. Literature Review

Employee Performance

The concept of performance received great attention in the study of management sciences in general and the study of human resources in particular. This is because of the importance of performance at the individual and organizational level, and because of the interaction of influences that affect its performance and diversity. The concept of performance always connects aspects of activity with the goals that the organization wants to achieve through the duties and obligations of employees within the organization (Nusari et al, 2018).

Performance is the total expected value to an organization of discrete behavioral episodes that individuals perform over a standard period of time, individual performance as behavior or action relevant to the goals of an organization. Performance reflects an employee's behavior in which he or she performs more and exceeds the expectations of regular tasks and freely engages in voluntary and helpful behavior to advance organizational goals (Bandura & Lyons, 2014; Obuobisa, 2020). This definition indicates that, first, performance should be defined in terms of employee behavior or actions and not the result of such actions. This behavior should be under the control of the individual, implying that environmentally controlled behavior is excluded. Second, work performance includes behavior that is closely related to organizational goals; and third, work performance is a combination of the traits of many different behaviors that occur over a given span of time.

Employee performance can be seen as a set of employee performance behaviors that can be observed, assessed and measured on an individual level (Hoque, et al., 2018). Performance assessment is a key factor in developing employee potential effectively and efficiently

because of policies or programs that are more than human resources in an organization. Individual performance assessment is very beneficial for the overall growth of the organization.

Gomes (2003: 142) reveals several dimensions or criteria that need attention in measuring performance, including: 1) Quantity of work; 2) Quality of work; 3) Job knowledge; 4) Creativeness; 5) Dependability; 6) Cooperation; 7) Initiative; 8) Personal qualities.

Compensation

Compensation is an area of human resource management that involves making decisions about fair, equal, and competitive payments at current market prices; provide employees with incentives to improve performance; ensure that compensation benefits serve to motivate employees, and ensure that all compensation-related policies and programs comply with government requirements (Ogbu, 2017).

In general, working employees also want to earn money to meet their needs. For this reason, an employee begins to appreciate hard work and increasingly show loyalty to the company so that the company rewards the employee's work performance by providing compensation. Compensation according to Umar (2007) is everything received by employees, it can be in the form of salaries, wages, incentives, insurance and others, the same ones that are paid directly by the company.

Notoatmodjo (2009) states that compensation is everything that employees receive in return for their work or devotion. Factors that affect compensation are productivity, ability to pay, willingness to pay, supply and demand of labor, employee organization and regulations and legislation.

There are several things that can be used as an indicator of compensation, according to Simamora (2004) these indicators include: 1) Wages and Salaries; 2) Incentives; 3) Allowances; 4) Facilities.

Job Satisfaction

Robbins and Judge (2007) state that job satisfaction can be defined as a positive feeling about a job that arises from an evaluation and individual characteristics. Wood et. Al (2001) argues that job satisfaction is an attitude that individuals have towards their work both positive and negative.

According to Sopiah (2011:170) the notion of satisfaction in detail is: 1) Job satisfaction is an employee's emotional response to work situations and conditions. Emotional responses can be feelings of satisfaction (positive) or dissatisfaction (negative). When an employee is satisfied means that his or her expectations are achieved or vice versa; 2) Job satisfaction is felt by the employee after the employee compares between what he expects to be obtained from his work with what he actually gets from the results of his work.

Indicators typically used to measure an employee's job satisfaction according to Luthans (2006) are: 1) The job itself; 2) Salary; 3) Promotion; 4) Supervision; 5) Co-workers; 6) Working conditions.

Conceptual Models and Hypotheses

Adequate compensation will affect the performance performed by employees. When compensation is not in accordance with the expectations of employees then what happens is a subtle rejection to the rejection loudly through demonstrations (Dwianto et al, 2019)

Hartono, et al. (2021) conducted research to find out the effect of compensation and motivation on employee performance with job satisfaction as an intervening variable at Hotel XYZ Jakarta. The results show that compensation had a positive and significant effect on employee performance. Lestari et al. (2018) conducted research to analyze the influence of

the work environment, competence and compensation on employee performance through job satisfaction intervening variables at Bank BJB Tangerang Branch. The results show that compensation had a positive and significant effect on employee performance. Furthermore Siagian, (2018) conducted Research to test the extent of work discipline, compensation in determining employee performance with work motivation as an intervening variable at PT Cahaya Pulau Pura Kota Batam. The results show that compensation has a significant effect on employee performance.

Based on some of the descriptions above, the hypothesis that can be developed in this study is: H1: Compensation has a significant effect on employee performance.

Parimita et al. (2018), states a theory that states the relationship of compensation with job satisfaction is discrepancy theory (theory of difference). Discrepancy theory is a way of measuring a person's job satisfaction by calculating the difference between what should be and perceived reality.

Hartanto & Turangan (2021) conducted research to find out the influence of workplace relationships, leadership and compensation on job satisfaction of five-star hotel employees in Jakarta. The results show that compensation has a positive and significant effect on job satisfaction. Furthermore, the results of hartono, et al. (2021) and Lestari et al. (2018) also show that compensation has a positive and significant effect on job satisfaction.

Based on some of the descriptions above, the hypothesis that can be developed in this study is: H2: Compensation has a significant effect on employee job satisfaction.

Job satisfaction is important for employee performance. With the acquisition of job satisfaction, employee performance will increase because employees feel cared for by the company so there is an influence between employees and the company, namely, employees will meet job satisfaction and the company gets high performance from its employees (Lantara, 2019).

Siagian, et al. (2018) conducted research to find out and analyze the influence of leadership styles and work environment on employee performance with job satisfaction as an intervening variable. The results show that job satisfaction had a positive and significant effect on employee performance. Furthermore, the results of Hartono, et al. (2021) and Lestari et al. (2018) also show that job satisfaction has a positive and significant effect on employee performance.

Based on some of the above descriptions, the hypotheses that can be developed in this study are: H3: Job satisfaction has a significant effect on employee performance.

Mangkunegara (2016) stated that compensation is very important for employees and employers because compensation is a source of employee income, compensation is also a picture of social status for employees. Compensation provided to employees greatly affects employee performance, the level of job satisfaction and work motivation, and the results of employee work.

Kurniawan, A. (2021) conducted research to determine the effect of compensation and motivation on performance through job satisfaction as an intervening variable at Hotel Inna Dharma Deli. The results show that the indirect effect of compensation on performance through job satisfaction is greater than the direct effect of compensation on performance.

Based on some of the descriptions above, the hypotheses that can be developed in this study are: H4: Compensation positively affects employee performance through job satisfaction.

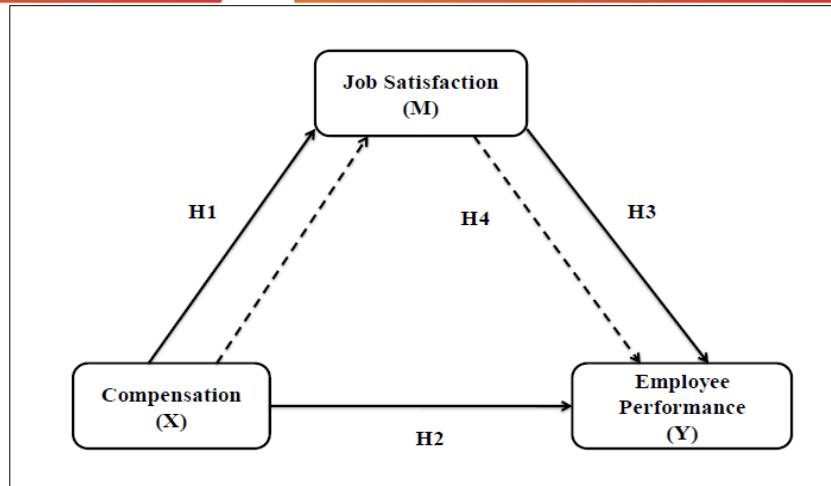


Figure 1 : Research Framework

3. Method

The population in this study was all employees of Pelita Maumere Hotel which amounted to 40 people. In this study the sampling technique used was saturated sampling. Saturated sampling was a sample determination technique when all members of the population are used as samples.

The analysis method used was the path analysis method. Sani and Maharani (2013) state that path analysis was used to analyze relationship patterns between variables. This model was to determine the direct or indirect influence of a set of free variables (exogenous) on bound variables (endogenous).

In this study the path analysis process was carried out using a macro formula for SPSS designed by Preacher & Hayes, known as PROCESS (Hayes, 2013, in Prasetio *et al*, 2018). This technique was considered appropriate to analyze the influence between variables while determining the existence of mediation elements because it avoided having to meet normality assumptions related to sample distribution through the application of bootstrapping confidence intervals. The mediation element of job satisfaction will be determined based on upperlevel and lowerlevel confidence intervals that do not contain the number 0. (Prasetio *et al*, 2018).

There were three analytical models involving mediator variables, namely: 1) Perfect or Complete or Full Mediation, meaning that independent variables were not able to significantly affect dependent variables without going through mediator variables; 2) Partial Mediation, meaning that independent variables were able to directly affect dependent variable or indirectly by involving mediator variables; 3) Unmediated meaning that independent variables are able to directly affect dependent variables without involving mediator variables.

4. Result and Discussion

Path Analysis

Data analysis was conducted by path analysis, which tests the relationship patterns that reveal the effect of variables with or a set of variables on other variables, both direct and indirect influences. Based on the Output PROCESS Procedure for SPSS Version 3.5 obtained results as follows:

a. Path a

Path a is the effect of the Compensation Variable (X) to the Job Satisfaction Variable (M). Based on output process procedure for SPSS version 3.5, the results are summarized in the following table:

Table 2. Effect of X on M

Model	coeff	se	t	p
Constant	10,3894	5,7344	1,8117	0,0791
Compensation	0,3239	0,1317	2,4603	0,0193

Outcome Variable: Job Satisfaction

From the output above, the path coefficient a is 0.3239 and is significant at the level of $p(0.0193) < 0.05$. Based on these results, the decision that can be taken is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Thus the Compensation variable significantly affects the job satisfaction variable, meaning that if the Compensation variable is further improved then job satisfaction will increase significantly.

b. Path c'

Path c' is the effect of the Compensation Variable (X) to the Employee Performance Variable (Y) or the direct effect from the Compensation Variable (X) to the Employee Performance Variable (Y). Based on output process procedure for SPSS version 3.5, the results are summarized in the following table:

Table 3. Direct Influence of X on Y

Model	coeff	se	t	p
Constant	-3,8695	2,7579	-1,4030	0,1702
Compensation	0,5104	0,0657	7,7697	0,0000
Job Satisfaction	0,2610	0,0798	3,2686	0,0026

Outcome Variable: Employee Performance

From the output above, the c' path coefficient is 0.5104 and is significant at the $p(0.000)$ level > 0.05 . Based on these results, the decision that can be taken is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Thus the Compensation variable significantly affects the Employee Performance variable, meaning that if the Compensation variable is further improved then employee performance will increase with significant improvement.

c. Path b

Path b is the effect of the Job Satisfaction Variable (M) to the Employee Performance Variable (Y). Based on the Output PROCESS Procedure for SPSS Version 3.5, results can be seen in table 3. above. From the output above, the path coefficient b is 0.2610 and is significant at the level of $p(0.0026) < 0.05$. Based on these results, the decision that can be taken is to reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Thus the Job Satisfaction variable significantly affects the Employee Performance variable, meaning that if the Job Satisfaction variable is further improved then Employee Performance will increase with a significant improvement.

d. Indirect effects (Path a*b)

The a*b path is an indirect effect of the Compensation Variable (X) to the Employee Performance Variable (Y). From the above output we can calculate the indirect effect of multiplication between the path a coefficient (0.3239) and the path coefficient b (0.2610). The result is 0.0845.

- e. Total effect (path c)
Path c is the total effect of The Compensation Variable (X) to the Employee Performance Variable (Y).

Table 4. Total Effect of X on Y

Model	coeff	se	t	p
Constant	-1,1581	2,9914	-,3871	0,7011
Compensation	0,5949	0,0687	8,6628	0,0000

Outcome Variable: Employee Performance

The total effect coefficient is 0.5949 and is significant at the $p(0.0000)$ level < 0.05 . Based on the Output PROCESS Procedure for SPSS Version 3.5 can be seen the direct and indirect effect of Compensation Variable (X) to Employee Performance Variable (Y) through Job Satisfaction Variable (M) as presented in the following figure:

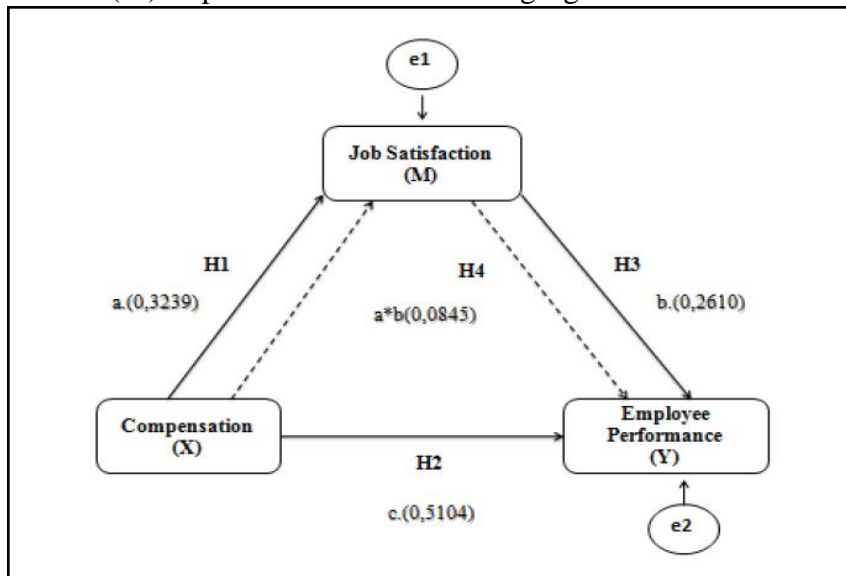


Figure 2 : Direct and Indirect Influence

Based on the figure above it can be explained that the direct effect of the Compensation variable on Employee Performance is 0.5104, while the indirect influence of the Compensation variable on Employee Performance is 0.0845.

The total effect of The Compensation Variable (X) on the Employee Performance Variable (Y) can be seen in the following image:

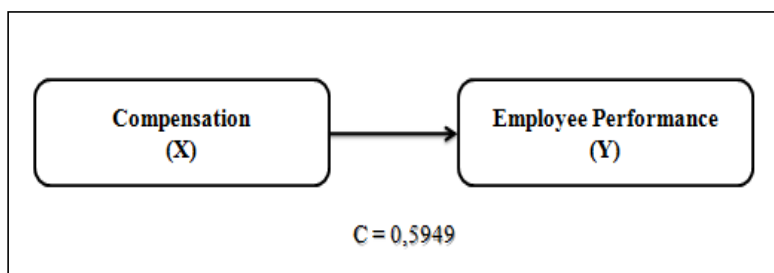


Figure 3 : Total Effect

Total effects can also be calculated by adding up direct effects plus indirect effects, or the sum of the $c' + (a*b)$ path. Path coefficient c' (0.5104) plus path coefficient $a*b$ (0.0845). The total effect coefficient is 0.5949.

Bootstrapping Analysis

Bootstrapping analysis techniques were used to make decisions regarding the or absence of indirect influence of mediator variables in a single model. PROCESS can be used to draw conclusions about the role of mediation not only with conditions such as those presented by Baron and Kenny, but also to see confidence intervals based on bootstrap results.

To see if there was a mediation effect or not, it could be seen in the output in the indirect effect section of Variable Compensation (X) to Employee Performance Variable (Y) through Job Satisfaction Variable (M).

Tabel 5. Table 5. Indirect Effects

Effect	coeff	LLCI	ULCI	Keterangan
Total Effect	0,5949	0,4552	0,7347	
Direct Effect	0,5104	0,3766	0,6442	
Indirect Effect	0,0845	0,0215	0,1667	Partial mediation

LLCI = Lower Level Confidence Interval; ULCI = Upper Level Confidence Interval

Based on the table above, the indirect effect coefficient of 0.0845 with a Level of confidence interval of 95% which is between 0.0215 (lower level for CI) to 0.1667 (upper level for CI), from this value it is seen that the range is not too far and does not pass zero, so the pure indirect effect value is not equal to zero. Thus it can be said that at a 95% confidence level, Job Satisfaction provides a significant mediation effect. However, because there is no significant increase after the mediator is controlled and the direct effect (effect c') value remains significant, job satisfaction provides a partial mediation effect. Based on this information, Job Satisfaction has a partial mediation role on the relationship of Compensation (X) and Employee Performance (Y), this supports the proposed hypothesis: there is a significant indirect effect of Compensation (X) on Employee Performance (Y) through Job Satisfaction (M).

Discussion of Research Results

The discussion of the research results is carried out to further clarify the results of the analysis, both with descriptive analysis and inferential statistics. Furthermore, the results of this study will be connected to foundation of theories, research gaps and the results of previous research.

a. Effect of Compensation on Job Satisfaction.

Based on the Output PROCESS Procedure for SPSS Version 3.5 shows that the Compensation variable has a significant effect on the Job Satisfaction of Pelita Maumere Hotel Employees. Significant effect can be interpreted that if compensation is increased, the job satisfaction of Pelita Maumere Hotel employees will increase with a significant increase. Thus, the results of this study received the first hypothesis proposed, namely: Compensation has a significant effect on the Job Satisfaction of Pelita Maumere Hotel.

b. Effect of Compensation on Employee Performance

Based on the Output PROCESS Procedure for SPSS Version 3.5 shows that the Compensation variable has a significant effect on the Performance of Pelita Maumere Hotel Employees. Significant effect can be interpreted that if compensation is further improved, the performance of Pelita Maumere Hotel Employees will increase with a significant increase. Thus, the results of this study received the second hypothesis proposed, namely: Compensation has a significant effect on the Performance of Pelita Maumere Hotel Employees.

c. Effect of Job Satisfaction on The Performance of Pelita Maumere Hotel Employees.

Based on the Output PROCESS Procedure for SPSS Version 3.5 shows that the Job Satisfaction variable has a significant effect on the Work Performance of Pelita Maumere

Hotel Employees. Significant effect can be interpreted that if employee job satisfaction increases, the employee performance of Pelita Maumere hotel employees will increase with a significant increase. Thus, the results of this study received the first hypothesis proposed, namely: Job Satisfaction has a significant effect on the Performance of Pelita Maumere Hotel Employees.

- d. The Effect of Compensation on Employee Performance through Job Satisfaction at Hotel Pelita Maumere. The results of the path analysis show that the Job Satisfaction variable has a partial mediating role on the relationship between Compensation (X) and Employee Performance (Y), this supports the proposed hypothesis: there is a significant indirect effect of Compensation (X) on Employee Performance (Y) through Job Satisfaction (M).

5. Conclusions

Based on the results of the analysis and discussion that had been explained in the previous chapter, it can be concluded as follows:

1. Based on the results of the track analysis, compensation has a significant effect on job satisfaction. This is evidenced by the path coefficient a of 0.3239 and significant at the level of $p(0.0193) < 0.05$ then H1 is accepted. Thus, if compensation is managed better, the job satisfaction of Pelita Maumere Hotel Employees will increase significantly.
2. Based on the results of path analysis, compensation has a significant effect on Employee Performance. This is evidenced by the value of the path coefficient c' of 0.5104 and significant at the level of $p(0.000) > 0.05$, then H2 is accepted. Thus, if compensation is managed better, the performance of Pelita Hotel Maumere employees will increase significantly.
3. Based on the results of path analysis, Job Satisfaction has a significant effect on Employee Performance. This is evidenced by the value of the path coefficient b of 0.2610 and significant at the level of $p(0.0026) < 0.05$, then H3. Thus, if employee job satisfaction increases, the Employee Performance of Pelita Maumere Hotel will increase significantly.
4. Based on the results of path analysis, Job Satisfaction has a partial mediating role on the relationship between Compensation (X) and Employee Performance (Y), this supports the proposed hypothesis: there is a significant indirect effect of Compensation (X) on Employee Performance (Y) through Job Satisfaction (M).

Recomendation

Based on the conclusions of this study, it can be suggested several things as follows:

1. The management of Pelita Maumere Hotel is advised to always pay attention and increase compensation, because proper compensation will create high employee job satisfaction, this will have an impact on better employee performance.
2. To other researchers, if they want to do similar research, it is recommended to involve other variables that have not been included in this study.

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