The Effect of Compensation and Rewards on Employee Performance of Pt. Hasjrat Multifinance

Adhifa Mizan Ghifary[1], Adiba Fuad Syamlan2
[1Management,] Faculty of Economics, Open University
[2Management], Faculty of Economics and Lecturer at Gresik University
Email : adhifamizan@gmail.com

Abstract

Compensation and rewards are important aspects to improve employee performance. Compensation is an individual driver in carrying out activities and providing good results. The awards given will spur employees' enthusiasm in working to achieve the company's goals. The purpose of the study was to determine the influence of compensation and rewards on employee performance. The population in this study is all employees of PT. Hasjrat Multifinance. Sampling was carried out by simple random sampling. The number of samples in this study was 115 respondents. The results obtained Compensation had a positive and partially significant influence on Employee Performance with a tcount of 3.113 > ttable 1.65845 and a significance of 0.002 < 0.05. The award had a negative and negative effect on Employee Job Satisfaction as evidenced by the Tcount test result score of 3.963 < Ttable 1.65845 and significance of 0.000 < 0.05. Furthermore, Compensation and Awards have a positive and significant effect simultaneously on the variables bound by Employee Performance. This result was obtained from the results of Fcal 12,980 > Ftable 3.08 and 0.000 < 0.05 The influence of both Compensation and Reward on the Employee Performance variable was 18.8%. Furthermore, the other 81.2% were influenced by other factors.

Keywords: *Compensation, Employee Performance, Awards,*

INTRODUCTION

Every company or organization definitely wants good and optimal performance from all its employees. Good performance can lead the company or organization to the goals it wants to achieve. The importance of performance for the organization as a determinant that can reduce performance decline due to absenteeism or non-work. High employee performance can provide efficiency in working time so that organizations or companies will benefit if the number of damages due to job dissatisfaction is reviewed (Syaifudin, *et al*., 2023).

Efforts to achieve these goals certainly depend on the human resources of the company (Rumere et.al, 2016). The existence of the Company's interests or needs in competent employees, of course, the Company also has an obligation to maintain the welfare of employees. Efforts to maintain employee welfare are through the provision of compensation in accordance with the employee's performance and the contribution he makes to the company (Ramadhani& Lestariningsih, 2020). If the compensation system by the company is carried out well, it will directly affect the morale of employees so that their performance is maintained.

Compensation itself is a reward or reward that employees get from the company for helping the company in achieving its goals and contributing to the company's progress (Steven, et.al, 2021). Compensation can usually be adjusted to the quality of work and the employee's contribution to the company. The compensation provided by the company is also a benchmark for the influence of the compensation itself on employee performance (Rumere et.al, 2016). According to Winata (2022), compensation is used as a tool to motivate employees, this will have direct implications for improving employee performance.

In addition to compensation, there are various factors that influence employee performance, including awards. Companies that give employees awards will have an impact on employee performance and productivity. The good impact of giving awards will make it easier for companies to achieve their goals (Suwandi & Sutanti, 2021). Awards given by companies can be in the form of financial or non-financial, and it is hoped that these awards can be the cause of improving employee performance and can help them maintain stability at work (Priyadi & Indriyani, 2020).

In fact, some companies in Indonesia are still commonly found companies that provide compensation under MSEs, companies that do not provide compensation on time or even provide compensation that is not in accordance with the initial agreement. Many work demands, working hours above 8 hours, and unpaid overtime are some of the factors and many factors that can reduce employee performance. The company provides a burden of tasks that employees must complete. In fact, awards can be very valuable for employees who get them to

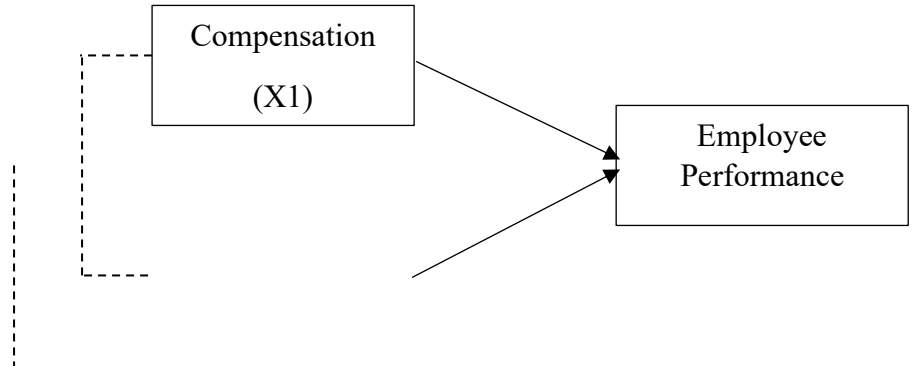
improve performance. Employees will feel satisfied with the results of their hard work helping the company and will be more motivated to always improve performance.

In addition, the absence of awards obtained from the company also reduces employee performance motivation. Based on this, company management must be able to adhere to the implementation of *Organizational Citizenship Behavior* (OCB). Each employee's OCB will contribute to employee performance achievements so that they can improve individual or team performance (Novia, 2022). The interaction that occurs between OCB and employees will reduce disputes, more efficient work and balanced quality of work results. This triggered the author's interest in raising the topic into a research topic with a focus on problem formulation

1. Does compensation have a partial effect on employee performance at PT. Hasjrat Multifinance?
2. Does the award have a partial effect on employee performance at PT. Hasjrat Multifinance?
3. Does compensation and awards have a partial effect on employee performance at PT. Hasjrat Multifinance?

METHOD

The location of the research was carried out at PT. Hasjrat Multifinance which is located on Jl. RP. Soerosoo No. 38 Gondangdia, Menteng, Central Jakarta City. The type of research applied is causal associative research with a quantitative approach. The quantitative method is a collection of methods that rely on numbers to present empirical reality and adopt a positivist philosophy that assumes that the social world can be known by the observer who measures its characteristics (Schutt, 2019). Primary data collection is carried out through filling out questionnaires or questionnaires by respondents with *a Likert scale*. In the research conducted, the population came from all employees of PT. Hasjrat Multifinance. The sample was determined through *simple random sampling* with a total of 115 respondents.



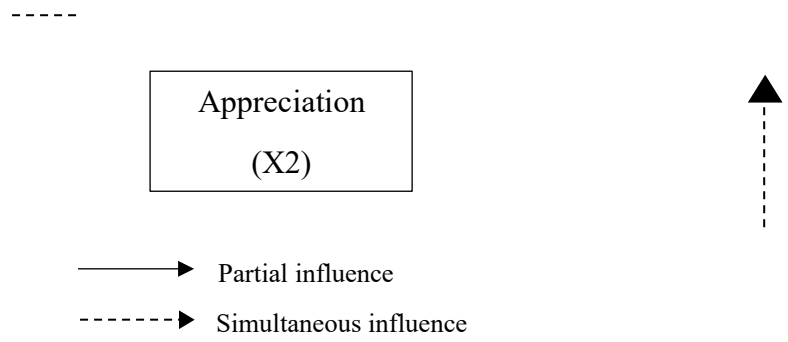


Figure 1. Conceptual framework of the research

The study uses multiple linear regression analysis which has the goal of explaining the relationship between dependent variables and independent variables. Linear regression can be carried out if the instrument has been tested first.

Instrument Testing

The instrument test will be reviewed through validity tests and reality tests. This test was carried out on respondents who obtained and answered questionnaires as an effort to find out whether the questionnaires distributed were valid and reliable.

Data Quality Testing

The Classical Assumption Test is carried out through a test

1) Normality Test
2) Heteroskedasticity Test
3) Multicollinearity Test
4) Autocorrelation Test
5) Linearity Test

Hypothesis Test

1) Multiple Regression Test

According to (Sugiyono, 2016) multiple linear analysis is a regression that has one dependent variable and two or more independent variables. Here is the formula of the regression equation:

$$Y = a + b1X1+b2X2$$

Information:

Y = Dependent Variable

a = Constant Price

B1 = First Regression Coefficient

B2 = Second Regression Coefficient

X1 = First Independent Variable

X2 = Second Independent Variable

2) Test t

The t-test is used for a small sample that serves as an estimate of population parameters (Weir & Vincent, 2020). The t-value of the table is referred to as the critical ratio where the value of this ratio must be achieved in order for the hypothesis to be accepted.

3) Test F

The F test is a test to obtain information about the simultaneous influence of independent variables on dependent variables.

4) R2 Test

R2 is referred to as the determination coefficient. R^2 is the square correlation between the observation value of the outcome variable, and the prediction value (van Ginkel, 2019).

Hypothesis

H1 : It is suspected that there is an effect of compensation on employee performance in PT. Hasjrat Multifinance

H2 : It is suspected that there is an influence of management on employee performance on PT. Hasjrat Multifinance

H3 : Suspected influence of compensation and rewards on performance employees at PT. Hasjrat Multifinance

RESULTS AND DISCUSSION

The validity of the instrument must be proven from the content, structure, and criteria (Yusup, 2018). The validity test aims to see the accuracy of the measurement. The validity check can be seen from checking the r-count value and the r-table value. If the value of r-count has a large value from r-table, the constructed is declared valid (Purpasari & Pupita, 2022). The following Table 1 lists the SPSS version 25 test results of validity.

Table 1. Validity Test Results

Variable	Items	R_{Count}	R_{table}	Information
Compensation	X1.1	0,877	0,1874	Valid
	X1.2	0,924		
	X1.3	0,950		
	X1.4	0,913		
	X1.5	0,945		
Appreciation	X2.1	0,647	0,1874	Valid
	X2.2	0,627		
	X2.3	0,700		
	X2.4	0,627		
	X2.5	0,564		
Employee Performance	Y.1	0,571	0,1874	Valid
	Y.2	0,723		
	Y.3	0,687		
	Y.4	0,776		
	Y.5	0,763		

The validity of the instrument is declared valid if it has a calculated value > the table. The largest r-count value in Table 1 is 0.950 > 0.1874 r-table, while the smallest value is 0.564 > 0.1874 r-count. If viewed from table 1, it can be seen that all independent variables, both Compensation (X_1) and reward (X_2) as well as employee performance dependent variables (Y) are declared valid because they have an $R_{calculated}$ > 0.1874. So that the data in Table 1 explains the valid research instruments.

Reliability tests are useful in proving the accuracy and consistency of an instrument to measure a construct. A construct is declared reliable if it has *a Cornbach's alpha* value > 0.6. When the construct value < 0.6, it is stated that the construct is unreliable and unreliable to describe the existing conditions of the field (Ghozali & Latan, 2015). The reliability of *Croncbach's Alpha* should be > 0.6.

Table 2. Reliability Test Results

Variable	Croncbach's Alpa Values	Information
Compensation (X1)	0,955	Reliable
Awards (x2)	0,627	
Employee Performance (Y)	0,735	

Source: Processing

Cornbach's alpha *value* listed in Table 2, it is known that all variables have a > value of 0.6. This is evidenced by the value of Cornbach's alpha variable without compensation of 0.955, the award has a *Cornbach's alpha* value of 0.627. Then the variable value bound by employee performance has a value of 0.735. The values listed in Table 2 provide information that all variables, both independent variables and dependent variables, are reliable or reliable.

Next is data quality testing, which has several stages, namely:

1. ***Normality***

Data normality testing was carried out on each sample separately with consideration of grouping independent variables and bound variables (Orcan, 2020). The data analysis used was the *Kolmogrov-Sminorv test*, the data had a normal distribution if it had an Asym.Sig value > 0.5. The following are the results of the normality test test.

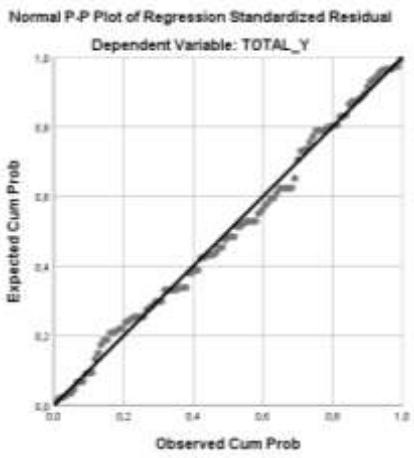


Figure 2. Normality Test Plot

Table 3. Normality Test Results

	Values obtained
Asymp. Sig	0,200

The data that has been collected using the instrument is then tested based on *the Kolmogorov-Sminorv* test. Testing with Kolmogorov-Sminorv, the data will be declared valid if it has an Asym.Sig value > 0.05. Table 3. which has listed the results of *the Kolmogorov-Sminorv* test of Asym.Sig 0.200 > 0.05. Based on this, it is stated that the data is distributed normally.

2. *Heteroscedasticity*

The heteroscedasticity test of the regression model can be seen from the figure *scatterplot*. Variables must be scattered and not show the shape of a pattern, then the regression model can be accepted (Nibayah, 2019). Figure 3 illustrates the results of the SPSS version 25 test from the scatterplot.

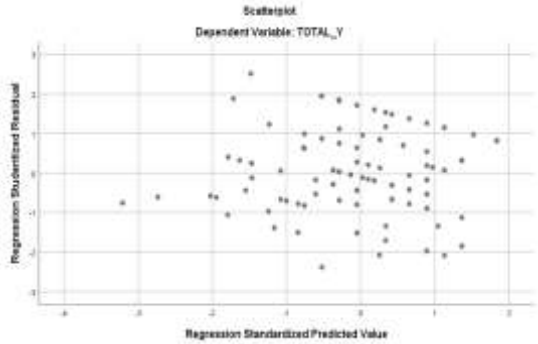


Figure 3. Heterokedasticity Test Results

The regression model can be accepted if it meets the requirements, namely that heteroscedasticity does not occur. Figure 3 shows that the plots on each variable do not have a specific pattern shape. This means that there is no hetosscaucity with the regression model in the study.

3. *Multicollinearity*

Multicollinearity occurs when a regression model consists of many independent variables that correlate not only with dependent variables but also with each other (Young, 2017). The lower tolerance value describes the occurrence of multicollinearity between variables (Shrestha, 2020).

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Compensation (X_1)	0,999	1,001
Awards (x_2)	0,999	1,001

The regression model can be accepted if it has a multicoloniality value that can still be tolerated, namely Tolerance > 0.1 and VIF < 10. The table above shows the *Tolerance* and VIF values of the regression model in the study. The compensation-free variable has a Tolerance value of 0.999 > 0.1 and a VIF of 1.001 < 10. Furthermore, the independent variables of the award have a Tolerance value of 0.999 > 0.1 and VIF 1.001 < 10. The value states that there is no multicollinearity between independent variables and the regression model is acceptable.

4. *Autocorrelation*

The test results obtained a Durbin-Watson (DW) value of 1.616 which is presented in Table 5. This value is located in the range of -2 to +2 so it is concluded that no autocorrelation occurs.

Table 5. Autocorrelation test results

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
1	.434a	0,188	0,174	2,806	1,616

Source: Data Processing

In order to find out whether or not multicollinearity occurs, it is known through the following criteria:

1. The *tolerance value* > 0.10 and the variance *inflanction factor* (VIF) value < 10 showed that there was no multicollinearity among the independent variables.
2. The tolerance *value* < 0.10 and the variance *inflanction factor* (VIF) value > 10 show that there is multicollinearity among the independent variables (Widodo, 2017).

Where DU > DW so there are no autocorrelation symptoms.

5. *Linearity*

The results of the test that have been carried out obtained a significance value (p-value) in the *Deviation from Linearity line* of 0.743. The p-value is greater than 0.05, then it is stated that there is a linear relationship between compensation (X1) and reward (X2) and employee performance (Y).

Table 6. Linearity test results

			Sum of Squares	Df	Mean Square	F	Sig.
TOTAL_Y * TOTAL_X2	Between Groups	(Combined)	202,137	13	15,549	1,777	0,057
		Linearity	128,078	1	128,078	14,637	0,000
		Deviation from Linearity	74,059	12	6,172	0,705	0,743
	Within Groups		883,811	101	8,751		
	Total		1085,948	114			

Multiple Linear Regression Analysis

Multiple linear regression analysis is used in looking at relationships between variables that have causal relationships. The main purpose of linear regression is to analyze the relationships between variables and to model equations (Uyanik & Güler, 2013). The test results are presented in the following table:

Table 7. Test Results of Multiple Linear Method

Type		Unstandardized Coefficients B	Std. Error
1	(Constant)	9,571	2,135
	TOTAL_X1	0,212	0,068
	TOTAL_X2	0,316	0,080

$$Y= 1,877+ 0,451X_1+0,470X_2+e$$

1. Constant, employee performance that was not affected by the independent variables of both compensation (X_1) and reward (X_2) was 9,571.
2. X1 = 0.212, showing that there is a positive and significant influence of compensation (X_1) of 0.212 on the variable bound by employee performance (Y). If there is one increase, the effect of compensation (X_1) on employee performance (Y) is 0.451.
3. X2 = 0.316, indicating the effect of appreciation (X_2) on employee performance (Y) of 0.316. When there is an increase in organizational culture, the positive and significant influence given is 0.316.

Test T

Statistical tests were applied to determine how much influence the independent variable partially exerted in showing the ariasi of the dependent variable (Soeprajogo & Ratnaningsih, 2020). The hypothesis is explained that H_0

is accepted if $T_{counts} > -T_{table}$ or $T_{counts} < T_{table}$, while H_a is accepted if $T_{counts} < -T_{table}$ or $T_{counts} > T_{table}$ (Supranto, 2001). The determination of the conclusion of the hypothesis is seen from the significance value and the regression constellation value. H_a is accepted when the sig < 0.05 and $\beta_x > 0$ (positive influence) and $\beta_x \leq 0$ (negative influence). Table 6 below shows the results of the T test of each independent variable including compensation (X_1), reward (X_2) to the dependent variables of employee performance.

Table 8. Test results t

		t	Sig.
1	(Constant)	4,482	0,000
	TOTAL_X1	3,113	0,002
	TOTAL_X2	3,963	0,000

From table 6, it was obtained that Compensation (X1) had a positive and significant influence on Employee Performance through the test results of $T_{value\ count}$ 3.113 > t_{table} 1.65845 and significance 0.002 < 0.05, then it was declared that H_1 was accepted. Awards have a negative and significant effect on Employee Performance, shown in Table 6 with the results of T_{count} 3.963 < Ttable 1.65845 and significances of 0.000 < 0.05 then H_2 is accepted.

Test F

The F test functions to show the amount of influence exerted by the independent variable on the concurrently or simultaneously bound variable (Lind et al., 2014). The simultaneous influence can be seen from the test results which have an F $value_{of}$ > Ftable calculation and a significance of < 0.05. The following table 6 shows the results of the F test that has been processed using SPSS version 25. The test results are presented in Table 7.

Table 10. Test Result F

Type	F	Sig.
Regression	12,980	0,000B

Table 7. lists a significance value of 0.000 with $F_{calculated}$ as 12.980. The Ftable with a total of 115 respondents is 3.08. The results show that compensation

and reward variables have a positive and significant influence simultaneously on employee performance. This is evidenced by a significance value of 0.000 < 0.05 and an F value$_{of}$ 12.980 > 3.08.

The results of the analysis show that there is a positive and significant influence given by Compensation on Employee Performance. This is stated with a Tcount value of 3.113 > t_{table} 1.65845 and a significance of 0.002 < 0.05. From this achievement, it can be stated that Compensation has a significant positive influence on Employee Performance, this result is in line with previous research by Fernos & Wipi, (2023), Santika, et al., (2023)., Rosanti & Marlius, (2023). Furthermore, the results of Tcount 3.963 < Ttable 1.65845 and significance of 0.000 < 0.05 were obtained, it was concluded that Awards have a positive and significant influence on Employee Performance, in line with the results of previous research by Gunawan, et al., (2023), Azizah & Betari, (2023) and Palasara, et al., (2023) where they stated that Awards have a positive and significant influence on Employee Performance. The Compensation and Award variables have a simultaneous influence on Employee Performance, in this case as evidenced by the acquisition of Test F scores, obtained as well as Fcal 12.980 > Ftable 3.08 and 0.000 < 0.05. Therefore, it can be stated that Compensation and Awards have a simultaneous and partial influence on Employee Performance.

Coefficient of determination

The determination coefficient (R2) plays a role in determining the relationship value of the independent variable to the bound variable. The R2 value is around 0.0 to 1.0. If the determination coefficient has a value of 0.0, it is known that the value of the independent variable that the bound variable cannot be estimated. If the value of the determination coefficient is 1.0, it indicates that the point located on the line does not have a point of divergence. If the value of the independent variable is known, then the bound variable can be predicted well (Chayalakshmi, et al., 2018). The following table 6 shows the values of the determination coefficients that have been processed using SPSS version 25.

Table 9. Coefficient of Determination (R^2)

R	R Square	Adjusted R Square

0.434A	0,188	0,174

Table 6 explains that there is an influence given by the independent variables in the form of compensation (X_1) and reward (X_2) on the dependent variable in the form of instant employee performance (Y). The independent variable had an influence of 18.8% on the bound variable. Furthermore, the other 81.2% were influenced by factors outside the study.

CONCLUSION

1. The Compensation variable has a positive and partially significant influence on Employee Performance. This argument is evidenced by the results of Tcount 3.113 > t_{table} 1.65845 and significance of 0.002 < 0.05.
2. The reward variable has a negative and negative effect on Employee Job Satisfaction as evidenced by the Tcount test result value of 3.963 < Ttable 1.65845 and significance 0.000 < 0.05
3. The independent variables in the form of Compensation and Rewards have a positive and significant effect simultaneously on the variables bound by Employee Performance. This result was obtained from the results of Fcal 12.980 > Ftable 3.08 and 0.000 < 0.05 The influence of both Compensation and Rewards on the Employee Performance variable was 18.8%. Furthermore, the other 81.2% were influenced by factors outside the study.

BIBLIOGRAPHY

Alwi, M., & Sugiono, E. (2020). The Effect of Recruitment, Job Placement and Compensation on Employee Performance of PT. Indoturbine Central Jakarta. *Oikonomia: Journal of Management*, Vol. 15 (2). http://dx.doi.org/10.47313/oikonomia.v15i2.748

Andriani, Alni and Riyan Mirdan Faris. (2022). The Effect of Compensation on Employee Performance. *SENAKOTA : National Seminar on Economics and Accounting. 1(1), 10-15.*

Anistuti, Fri and Sopiah. (2022). Employee Reward: A Sytematic Literature Review. *ETHNICITY : Journal of Economics and Engineering*. 1(11), 747-756. ORDER: https://doi.org/10.54543/etnik.v1i11.127

Arifin, N. (2019). *Human Resource Management: Theory and Cases*. UNISNU Press.

Azizah, S. N., & Betari, G. S. (2023). The Effect of Rewards and Motivation on Employee Performance (Study on CV Product Sales. Primarasa Sejahtera). *Al Qalam: Scientific Journal of Religion and Society*, 17(2), 1454-1464.

Bulduk, İ. (2021). HPLC-UV method for quantification of favipiravir in pharmaceutical formulations. *Acta Chromatographica*, *33*(3), 209-215.

Bustani, B., Gaddafi, M., & Ilham, R. N. (2022). Regional Financial Management System of Regency/City Regional Original Income In Aceh Province Period Year 2016-2020. *International Journal of Educational Review, Law And Social Sciences (IJERLAS), 2*(3), 459-468.

Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, *25*(3), 144-150.

Fernos, J., & Wipi, I. (2023). The Effect of Compensation and Motivation on Employee Performance at the Regional Revenue Agency (Bapenda) of Padang City. *Journal of Valuation: Scientific Journal of Management and Entrepreneurship*, 3(2), 647-661.

Firmansyah, N. A., & Maria, V. (2022). The Influence of Leadership, Organizational Culture and Work Motivation on Employee Performance at Pt. The Univenus Serang. *Journal of Research Innovation*, 2(12), 3841-3848. ORDER: https://doi.org/10.47492/jip.v2i12.1485

Gunawan, A., Sopandi, E., Pangestu, M. I., & Assifah, R. (2023). The Effect of Reward and Punishment on Employee Performance of PT. Bintang Toedjoe Cikarang. *Journal of Management*, 11(1), 1-9.

Hermawan, Eric. (2021). Literature Review Company Policy: Workload, Work Time, and Employee Compensation. *JLPH : Journal of Low Politics and Humanities*. Vol. 1(3), 126-134. DOI: https://doi.org/10.38035/jlph.v1i3.61

Ichsan, R., Suparmin, S., Yusuf, M., Ismal, R., & Sitompul, S. (2021). Determinant of Sharia Bank's Financial Performance during the Covid-19

Pandemic. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal), 4*(1), 298-309.

Indah, Putu Panca Adi P., Putu Indah Rahmawati, and Nyoman Dini A.U., . (2019). The Effect of the Reward System on Trainee Performance at the Holiday Inn Resort Baruna Bali Hotel. *Journal of Hospitality and Tourism Management*. 2(1), 41-54. ALSO: https://doi.org/10.23887/jmpp.v2i1.22087

Indrasari, M., Benyamin, P. & Ida A. N. K. (2018). *Employee Performance Evaluation: Review of Aspects of Compensation, Communication and Career Path*. Unitomo Press.

Jufrizen, J., & Rahmadhani, K. N. (2020). The Influence of Organizational Culture on Employee Performance with the Work Environment as a Moderation Variable. *JMD: Dewantara Management & Business Research Journal*, 3(1), 66-79. https://doi.org/10.26533/jmd.v3i1.561

Lusiana, S., Sufri, M., Modding, B., & Basalamah, M. S. I. A. (2023). The Effect of Awards and Sanctions on Employee Performance. *Center of Economic Students Journal*, 6(2), 185-198. https://doi.org/10.56750/csej.v6i2.582

Mardiana, A., & Saleh, A. (2021). Giving rewards to increase employee work motivation from an Islamic perspective. *MUTAWAZIN (Sharia Economics Journal)*, 2(1), 1-14. https://doi.org/10.54045/mutawazin.v2i1.112

Novia Rizka, I. (2022). The Effect of Performance Measurement and Reward System on Employee Performance with Organizational Citizenship Behavior as a Mediation Variable at PT. Nusantara IV Plantation Medan. *Journal of Digital Business Economics*, Vol. 1 (2), 212–225. https://doi.org/10.59663/jebidi.v1i2.54

Palasara, B., Herawati, J., & Kurniawan, I. S. (2023). Analysis of the Influence of Information Technology, Rewards, Discipline and Motivation on Employee Performance at KPPD Gunungkidul Regency. *Re: Religion Education Social Laa Roiba Journal*, 5(5), 2584-2595.

Prakoso, M. (2016). The Effect of Work Motivation and Compensation on the Performance of Employees of the Central Jakarta ART Printing studio. *Indonesian Journal of Business Management* (Jmbi), 5(4), 367-387.

Priyadi, P., & Indriyani, S. N. (2020). The Effect of Awards and Punishments on the Performance of Employees of PT. Bank Mandiri, TBK. *Journal of Economics and Industry* e-ISSN, 2656, 3169. https://dx.doi.org/10.35137/jei.v21i2.438

Ramadhani, A. K., & Lestariningsih, M. (2020, November). A Study on Self Efficacy and Compensation and Its Effect on Employee Performance Through Work Discipline. *In Proceedings of BIEMA (Business Management, Economic, and Accounting National Seminar)* (Vol. 1, pp. 119-132).

Rio, M., Zuliansyah, A., & Purnamasari, F. (2020). The Effect of Compensation, Motivation, and Rewards on Employee Performance at BPRS Bandar Lampung. *REVENUE: Journal of Islamic Business Management*, 1(1), 31-48. https://doi.org/10.24042/revenue.v1i01.5684

Rosanti, I. A., & Marlius, D. (2023). The Influence of Work Systems, Compensation and Welfare on the Performance of Outsourcing Workers at Bank BNI Padang City. *Journal of Management Science Publications*, 2(2), 152-168.

Rumere, L. O., Pio, R. J., & Tampi, J. R. E. (2016). The Effect of Compensation on Employee Performance of PT. Bank Tabungan Negara (Persero), Tbk. Manado Branch Office. *Journal of Business Administration* (JAB), 4(1). https://doi.org/10.35797/jab.v4.i1.%25p

Rumere, L. O., Pio, R. J., & Tampi, J. R. E. (2016). The Effect of Compensation on Employee Performance of PT. Bank Tabungan Negara (Persero), Tbk. Manado Branch Office. *Journal of Business Administration* (JAB), 4(1).

Santika, I. P., Mustika, I. K., Iswari, I. P., & Budiasa, I. K. (2023). The Effect of Compensation on Employee Performance with Motivation as a Mediator at PT Bank Mandiri KCP Kerobokan. *Relations: Economic Journal*, 19(1), 146-157.

Saputra, E. W. H. U., Indrawati, M., & Utari, W. (2021). The Influence of Leadership, Communication and Rewarding on the Performance of Employees of the Region II Coordinating Board of the Bojonegoro East Java Provincial Government through Work Motivation. *Journal of Applied Management and Accounting Science*, 2(2), 104-115. https://doi.org/10.51713/jamas.v2i2.39

Schutt, R. K. (2019). Quantitative methods. *The Wiley Blackwell Companion to Sociology*, 39-56.

Steven, S., Mirza, D. F., Silaban, N. J. G., & Sihombing, N. (2021). The influence of reward and compensation leadership on employee performance. *ACCOUNTABLE*, 18(3), 543-550. https://doi.org/10.30872/jakt.v18i3.9674

Sugiono, E., & Pratista, R. M. (2019). The Influence of Transformational Leadership, Motivation and Physical Work Environment on Employee Performance of PT Rafa Topaz Utama in Jakarta. *Oikonomia: Journal of Management*, 14(2).

Susan, E. (2019). Human Resource Management. *Journal of Islamic Education Management (ADAARA)*. Vol. 9 (2), 952-962

Suwandi, S., & Sutanti, G. (2021). The Effect of Training, Discipline and Awards on the Performance of PT Bank Sinarmas Employees in Bekasi Regency. *Jesya (Journal of Economics & Sharia Economics)*, 4(2), 984–994. https://doi.org/10.36778/jesya.v4i2.461

Suwati, Y. (2013). The Effect of Compensation and Work Motivation on Employee Performance at PT. Tunas Hijau Samarinda. *Journal of Business Administration Sciences*, 1(1), 41-55.

Syaifuddin, Yusniar, Fajar R.A.L & Dessy A. (2023). *Understanding the Determinants in Improving Job Satisfaction and Employee Performance*. Manners.

Utama, Z. M. (2020). *Human Resource Management: Basic Concepts & Theory*. UNJ Press.

Van Ginkel, J. R. (2019). Significance tests and estimates for R 2 for multiple regression in multiply imputed datasets: A cautionary note on earlier findings, and alternative solutions. *Multivariate Behavioral Research*, *54*(4), 514-529.

Weir, J. P., & Vincent, W. J. (2020). *Statistics in kinesiology*. Human Kinetics Publishers.

Winata, E. (2022). *Human Resource Management Compensation in Employee Performance*. Indonesian Center for Education and Research Development