IJSSR
International Journal of Social Service and Research

Vol. 03, No. 11, November 2023
e - ISSN : 2807-8691 | p- ISSN : 2807-839X

The Influence Of Compensation And Motivation On Employee Performance At The Tamansari Semanggi Apartment

Naomi Caroline[1],Pipin Sukandi[2]
Management, Faculty of Economics, Universitas Terbuka, indonesia[1,2]
Email: nacasilaen@gmail.com

Keywords

Compensation, Motivation, Employee Performance.

ABSTRACT

Human resource management organizes, coordinates, and manages the acquisition, reconciliation improvement, support and end of employment relationships entirely aimed at achieving organizational goals in a coordinated manner. Through careful HR planning, a representative's level of presentation can be substantially expanded. The aim of this research is to examine how compensation and motivation impact the performance of employees in the Tamansari Semanggi Apartment. This scholarly article employs quantitative data collected through the distribution of questionnaires. The research utilizes purposive sampling, involving a sample of 130 employees from the Tamansari Semanggi Apartments. The analysis of the data includes instrument tests such as tests for validity and reliability, multiple regression analysis, and traditional assumption tests such as multicollinearity, heteroscedasticity, and normality testing. Furthermore, hypothesis testing involves t-tests, f-tests, and coefficient of determination tests. The research results show that compensation variables partially do not affect employee performance, motivation variables partially affect employee performance, and compensation variables and motivation variables simultaneously affect employee performance.

INTRODUCTION

An organization is a purposefully organized social unit with generally known boundaries, working relentlessly to achieve goals. Examples of HR communication with unique qualities and many interests that shape the way of life, standards of behavior and attitudes of hard work will all describe the state of an organization (Budiyanto & Mochklas, 2020). According to Sutrisno, (2016), as quoted in (Maulidah & Sinaulan, 2019), Human resource management organizes, coordinates, and manages the acquisition, reconciliation improvement, support and end of employment relationships entirely aimed at achieving organizational goals in a coordinated manner (Kim et al., 2021; J. Zhang et al., 2023).

Through careful HR planning, a representative's level of presentation can be substantially expanded (Gajenderan et al., 2023; B. Li et al., 2023). Efforts to develop employees are by providing salaries according to workers' wishes or based on evaluations of employee performance implementation from various sources within the organization and inspiring workers' theorization (Manese, 2020). Apart from that, the importance of compensation for employees also significantly impacts how they behave and perform. Many organizations accept that salary, compensation, or wages are fundamental factors that impact employee exclusion in addition to rewards, motivators, health benefits, remittances, holiday benefits, leave compensation (Agustini, 2019).

According to P. Hasibuan (2012) and Prasada, (2021) states, Compensation refers to all monetary payments, direct or indirect goods obtained by representatives as payment for administration

https://doi.org/10.46799/ijssr.v3i11.599

provided to the organization. Motivation creates support or joy at work or is also the main driver of the workforce. Without motivation, a representative/worker cannot satisfy his work according to norms or beyond principles because what drives him to work is not satisfaction (Aisyah, 2021).

Compensation and motivation provided by the organization play an important role in developing employee performance further (Selvarajan et al., 2018). Compensation is precious to empower employees to complete their work for the best results. Likewise, representative motivation must be expanded so that employees can complete excellent execution (Maulidah & Sinaulan, 2019).

According to M. S. P. Hasibuan, (2012), Khaeruman, (2021), Performance is the outcome of the labour that has been someone in completing the tasks delegated to him, which is carried out with skill, experience, reality and time. The degree of achievement or work result of the focus that an employee must complete in completing tasks according to his obligations within a certain period by assessing the proportion of original work results against the quality and quantity norms made by each employee (Adeel et al., 2023; R. Li et al., 2023; Liu et al., 2023). The way to achieve optimal performance at the Tamansari Semanggi Apartment is trying to do various things, for example, by increasing the discipline of its employees and arranging the work procedures of each employee so that it is easier to carry out and more accessible to implement. However, sometimes, there are obstacles because human resources who work less competently require enthusiasm. After all, salaries do not match expectations and reduce work motivation due to various factors, so their performance could be more optimal and maximized. Of course, this can affect organizational performance in several lines (Beltrán-Martín & Bou-Llusar, 2018; Y. Zhang & Liu, 2022).

From the description above, providing compensation and work motivation improves employee performance and further develops the organization's implementation. This cannot happen effectively, if each employee has their strengths and chooses not to give up so that they will think about their interests to be managed. Therefore, this discussion shows how to determine it accurately, and no party will be harmed. The author thinks that at the Tamansari Semanggi Apartment, if the compensation and work motivation are genuinely by the form or can be said to be right on target and do not deviate from its implementation, then it is inevitable that employee performance will increase. There will be a decline when it is inappropriate or unsuitable on target.

This research aims to determine the effect of compensation and motivation partially and partially and simultaneously on employee performance at the Tamansari Semanggi Apartment. The advantage of this research is that it is intended to benefit the business. as evaluation material for the smooth running of the company in the future and has benefits for the writers and readers of this scientific article, namely increasing knowledge and insight regarding how employee performance is affected by motivation and payhow employee performance is affected by motivation and pay.

METHODS

This scientific article uses quantitative data that was collected via questionnaires. Main data is the kind of data that is utilised. The information is taken straight from the source (Sidiq et al., 2019). The sample used was employees of Tamansari Semanggi Apartments who were used as research objects. Purposive sampling was employed, involving a sample size of 130 employees from Tamansari Semanggi Apartments. Subsequent data analysis included instrument tests such as tests of heteroscedasticity, multicollinearity, and validity and reliability, as well as traditional assumption tests addressing normality. Multiple regression analysis was also performed, as well as hypothesis testing using t-tests, f-tests, and coefficient of determination analyses.

A. Instrument Test
   1. Validity test

      A prerequisite is validation testing so that exploration results can be considered logical. The logical consequences of this examination will be visible from the information device and

collection of information. The tool or instrument for collecting information in quantitative exploration is a survey or opinion poll (Sugiyono, 2019). The basis for validity testing, namely:

a. If the value in the r table is greater than the count of the variable, it is considered valid.
b. The variable is considered invalid if the count of r is less than the value in the r table.

2. Reliability Test

According to (2019), Reliability testing assesses the trustworthiness of measurement results, serving as the foundation for decisions made in the reliability testing process:

a. The variable is considered reliable if the Cronbach's Alpha value is greater than 0.60.
b. The variable is deemed unreliable if the Cronbach's Alpha value is less than 0.60.

B. Classic assumption test

1. Normality test

The purpose of the normality test is to determine whether the research variables' data adhere to a normal distribution and to assess the data's uniform distribution. For this evaluation, the Kolmogorov-Smirnov (K-S) test is employed. The data are normally distributed when the significance value obtained from the Kolmogorov-Smirnov test is larger than 0.05.

2. Multicollinearity Test

The tolerance value or variance inflation factor (VIF) determines whether multicollinearity is present or not. When the VIF value is between one and ten, the multicollinearity test is run.

3. The Heteroscedasticity Test,

The heteroscedasticity test with the Spearman Rank model, is carried out by associating all independent factors with the direct value of the residuals using the Spearman Rank connection. Assuming the critical value is more important than the alpha value (Sig. > α), the model tends not to contain heteroscedasticity.

C. Multiple Regression Analysis

To be more focused, a multiple regression model compares the dependent variable with several predefined independent variables (Ghozali, 2020). The following is the multiple regression equation.

$$Y = a + b1X1 + b2X2$$

Specifics:

And = Employee Performance
a = Constant
b_1,2 = Regression coefficient
X_1 = Compensation
X_2 = Motivation
It is = Standard Error

D. Hypothesis testing

1. Uji t

a. If $t_{count} \geq$ table with an error rate of 0.05 (5%), the fact that the independent variable has a partial effect on the dependent variable is indicated by the acceptance of Ha and the decline of H0.
b. If count $\leq t_{table}$ with an error rate of 0.05 (5%), It is suggested that there is no partial effect of the independent variable on the dependent variable by the rejection of Ha and acceptance of H0.

2. Uji F

a. If $F_{count} \geq F_{table}$ with an error rate of 0.05 (5%), It is determined that the independent variables influence the dependent variable when Ha is accepted and H0 is declined.
b. If $F_{count} \leq F_{table}$ with an error rate of 0.05 (5%), H is declined as well as Ha. 0 is permitted to prevent the independent variables from having an overall impact on the dependent variable.

3. Coefficient of Determination Test

The range of the coefficient of determination (R2) is 0 to 1. A low R2 indicates a limited ability of the independent variable to explain the dependent variable.

RESULTS

The following is an outline of the data analysis findings, which were derived from testing the instruments, assessing classical assumptions, executing multiple regression analysis, and testing hypotheses.

A. Instrument Test Results

1. Validity test

Test validity using Pearson correlation by examining the r value that was computed. The validity testing outcomes on variables are presented in Table 1.

Table 1. Compensation Variable Validity Test Results

Variable	Statement	r count	r table	Qualifications
Compensation (X1)	X1.1	0,622	0,1723	Valid
	X1.2	0,591	0,1723	Valid
	X1.3	0,665	0,1723	Valid
	X1.4	0,593	0,1723	Valid
	X1.5	0,692	0,1723	Valid
	X1.6	0,675	0,1723	Valid
	X1.7	0,662	0,1723	Valid
	X1.8	0,642	0,1723	Valid
	X1.9	0,606	0,1723	Valid

Source: Output SPSS

Table 1 indicates that the calculated r values for each statement in the Compensation variable indicator (X1) are higher than the table r value (0.1723). Therefore, the nine statement items related to the compensation variable are confirmed as valid.

Table 2. Motivational Variable Validity Test Results (X2)

Variable	Statement	r count	r table	Qualifications
Motivation (X2)	X2.1	0,723	0,1723	Valid
	X2.2	0,709	0,1723	Valid
	X2.3	0,655	0,1723	Valid
	X2.4	0,626	0,1723	Valid
	X2.5	0,220	0,1723	Valid
	X2.6	0,300	0,1723	Valid
	X2.7	0,271	0,1723	Valid
	X2.8	0,223	0,1723	Valid
	X2.9	0,767	0,1723	Valid
	X2.10	0,634	0,1723	Valid
	X2.11	0,741	0,1723	Valid
	X2.12	0,628	0,1723	Valid

Source: Output SPSS

According to Table 2, the computed r values for each statement in the motivation variable indicator (X2) surpass the table r value (0.1723). Hence, The validity of the 12 statement items pertaining to the motivation variable can be concluded.

Table 3. Validity Test Results for Employee Performance Variables (Y)

Variable	Statement	r count	r table	Qualifications
Employee Performance (Y)	Y.1	0,761	0,1723	Valid
	Y.2	0,622	0,1723	Valid
	Y.3	0,476	0,1723	Valid
	Y.4	0,734	0,1723	Valid
	Y.5	0,642	0,1723	Valid
	Y.6	0,734	0,1723	Valid
	Y.7	0,701	0,1723	Valid
	Y.8	0,282	0,1723	Valid
	Y.9	0,679	0,1723	Valid
	Y.10	0,247	0,1723	Valid
	Y.11	0,496	0,1723	Valid

Source : Output SPSS

It is clear from Table 3 that the 11 statement items that make up the motivation variable are deemed valid because the calculated r-value of the employee performance variable indicator (Y) obtained by each statement has a calculated r-value that is greater than the table r value (0.1723).

2. Reliability Test

The reliability test in this study consists of determining the Cronbach Alpha value. Information that has a Cronbach Alpha value greater than 0.60 is deemed trustworthy, while information that has a value less than 0.60 is deemed untrustworthy. The reliability test's findings are documented in:

Table 4. Reliability Test Results

No	Variable	Cronbach's Alpha value	Criteria	Qualifications
1	Compensation (X1)	0,740	0,60	Reliable
2	Motivation(X2)	0,723	0,60	Reliable
3	Employee performance (Y)	0,745	0,60	Reliable

Source: Output SPSS

According to Table 4's data, each variable's reliability test results show a Cronbach's Alpha value that is greater than 0.60. Thus, it can be said that all of the variables' data are considered reliable.

B. Classic Assumption Test Results

1. Normality test

In this scientific study, The Kolmogorov-Smirnov test is used by the normalcy test, as explained in:

Table 5. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		130
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	3,35250448

Most Extreme Differences	Absolute	,095
	Positive	,063
	Negative	-,095
Kolmogorov-Smirnov Z		1,086
Asymp. Sig. (2-tailed)		,189
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Output SPSS

The normality test results show that the Asymp. Sig (2-tailed) value for the motivation and compensation variables is 0.189, in accordance with the data in Table 5. As a result of the significance value of 0.189, which is higher than 0.05, it can be said that the study data is distributed normally.

2. Multicollinearity Test

Table 6. Multicollinearity Test Results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Compensation	,909	1,100
	Motivation	,909	1,100
A. Dependent Variable: Employee Performance			

Source: Output SPSS

Table 6 shows that the compensation variable has a 1.100 VIF value and a tolerance value of 0.909. Given that the tolerance value is greater than 0.10 and the VIF value is less than 10, these values imply the absence of multicollinearity. Likewise, the tolerance value is 0.909 and the VIF value is 1.100 for the motivation variable. The confirmation of the absence of multicollinearity is provided by the tolerance value exceeding 0.10 and the VIF value remaining below 10. In conclusion, it can be said that the variables related to motivation and compensation do not show any signs of multicollinearity.

3. Heteroscedasticity Test

Table 7. Heteroscedasticity Test Results

Correlations

			Compensation	Motivation	Unstandardized Residual
Spearman's rho	Compensation	Correlation Coefficient	1,000	,291**	,007
		Say. (2-tailed)	.	,001	,936
		N	130	130	130
	Motivation	Correlation Coefficient	,291**	1,000	-,050
		Say. (2-tailed)	,001	.	,573
		N	130	130	130
	Unstandardized Residual	Correlation Coefficient	,007	-,050	1,000
		Say. (2-tailed)	,936	,573	.

		N	130	130	130

**. Correlation is significant at the 0.01 level (2-tailed).

Source : Output SPSS

Every research variable has a significance value larger than 0.05, as Table 7 illustrates. Since none of the variables exhibit a statistically significant divergence from homoscedasticity, this suggests that the regression model does not contain heteroscedasticity.

C. Results of Multiple Regression Analysis

Table 8. Results of Multiple Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Say.
		B	Std. Error	Beta		
1	(Constant)	,565	4,153		,136	,892
	Compensation	,158	,094	,106	1,684	,095
	Motivation	,793	,071	,700	11,168	,000

a. Dependent Variable: Employee Performance

Source : Output SPSS

Based on the results of multiple linear regression analysis data processing, as shown in Table 8, the regression equation that is produced is:

$Y = 0{,}565 + 0{,}158X_1 + 0.793X_2$

In accordance with this equation, the interpretation is as follows:

a. Constant: 0.565
   The positive value of the constant, which is 0.565, suggests a positive the connection between variables X and Y. Interpreted further if the compensation and motivation variables remain constant, it implies that the employee's performance value is expected to increase by 0.565 times.
b. Compensation Variable (X1): 0.158
   The regression coefficient value of 0.158 indicates that holding other variables constant, if compensation is increased, the employee's performance value is expected to increase by a factor of 0.158 times.
c. Motivation Variable (X2): 0.793
   The regression coefficient value of 0.793 implies that with other variables held constant, an increase in motivation is associated with a 0.793 times increase in the employee's performance value.

D. Hypothesis Test Results

1. Uji t

   Calculate the t-table values for a dataset comprising 130 respondents and 3 variables, using a significance level of 0.05 for a two-way test. Utilize the degrees of freedom formula, df = N - k - 1, where df = 130 - 3 - 1 = 126, and set $\alpha = 0.05$. The resulting t-table value is 1.978. In the data processing results presented in Table 8, perform calculations for the calculated t-values for each variable.

   a. Hypothesis 1

      H_0 : Compensation (X1) has no impact on worker performance

      H_a : Compensation (X1) affects the performance of employees

      The critical t-table value is 1.978, while the calculated t-value is 1.684 based on the data in Table 8. Given that the significant value of 0.095 is greater than 0.05 and the t-count is less than the t-table, 1.978, it can be concluded that this is the case. As a result, the null

hypothesis (Ha) is disproved, confirming the claim that employee performance is influenced. This shows that the representatives imagine that the organization provides salaries only according to the day the worker starts working, especially those with daily status. Several Representatives, who were respondents, considered that the gifts received by the representatives needed to be commensurate with the work they did, and the allowances received were not appropriate because the turn of events and the financial needs of each respondent influenced them. The results of this investigation are in line with the findings of the studies directed by Idris et al., (2020) that compensation really affects employee performance because even though the representative's salary increases, the presentation is not successful. This is due to the existence of certain representatives who consider that the provision of salaries by the organization is a commitment and a need for what workers provide to the association. Research results by Munir et al., (2020) show that compensation is not yet ready to build on the work actions fully carried out to produce superior performance, which means that these results are not influenced by how much appreciation, remuneration and rewards are by the work and abilities possessed, so there must be thought for the organization, including work. The skills possessed need to be considered by the leader.

b. The Effect of Motivation on Employee Performance

Table 8 shows that the computed t-value is 11.168, which is greater than the 1.978 t-table value. The t-count is clearly higher than the t-table, as evidenced by the significance value of 0.000, which is less than 0.05, by knowing this Ha, then the speculation stating that there is work motivation in a company is indeed true. This shows how motivation can impact representative implementation. Showing motivation is very important in an organization. Workers who influence their partners in an organization. The following impact is an increase in the desire to work. Without motivation, an employee will not get maximum results from the work he completes. Whether or not an employee has high levels of information and capacity, if they do not have adequate motivation, then the work they create will not be understood. Motivation greatly supports employees in completing their obligations and responsibilities well and successfully. Motivation is essential in an organization so that everything that is managed can be felt and employee morale increases.

In line with the research results by Cetin, (2018) that, motivated employees tend to be more productive, thereby improving organizational performance. The study also highlights essential elements that influence motivation, such as job satisfaction, recognition, and prospects for advancement. Employers can use this information to create plans to increase employee motivation. Likewise, according to Sitopu et al., (2021) and Othman et al., (2022), Motivation influences the performance of employees. This indicates that every action undertaken by an individual, including employees, is propelled by an internal force, commonly referred to as motivation. Understanding work motivation within an organizational context can be perceived as a straightforward concept. However, it can also be a complex issue, as individuals may be incentivized by fulfilling their specific needs.

2. Uji F

Table 9. F Test Results

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Say.
1	Regression	1743,863	2	871,931	76,376	,000[b]
	Residual	1449,868	127	11,416		
	Total	3193,731	129			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Compensation

Source: Output SPSS

According to table 9, the count value is 76.376, and ftable is 3.07. then, at that point, it is concluded that f count > f table, precisely 76.376 > 3.07, meaning that compensation and motivation variables simultaneously influence employee performance.

3. Coefficient of Determination Test

Table 10. Coefficient of Determination Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	,739[a]	,546	,539	3,379

a. Predictors: (Constant), Motivation, Compensation

b. Dependent Variable: Employee Performance

Source : Output SPSS

The R Square value obtained from the coefficient of determination test was 0.546. This suggests that the influence of motivation and remuneration accounts for 54.6% of employee performance, with other factors not included in the test accounting for the remaining 45.4%.

CONCLUSION

The calculated t-value and significance, which do not match the predefined statistical criteria, suggest that the compensation variable has no discernible effect on employee performance. On the other hand, it is shown that the motivation variable positively affects worker performance; the t-value and significance calculations support this hypothesis. Both variables, compensation, and motivation, also significantly influence employee performance, showing the importance of good management related to these two aspects in improving overall organizational performance. Therefore, it is recommended that organizations focus on increasing employee motivation and managing compensation appropriately to achieve optimal employee performance.

REFERENCES

Adeel, A., Sarminah, S., Jie, L., Daisy, M. H. K., Qasim Daghriri, Y., & Alghafes, R. A. (2023). When procrastination pays off: Role of knowledge sharing ability, autonomous motivation, and task involvement for employee creativity. *Heliyon*, e19398. https://doi.org/10.1016/J.HELIYON.2023.E19398

Agustini, F. (2019). *Strategi manajemen sumber daya manusia*. UISU Press.

Aisyah, N. (2021). *Meningkatkan Kinerja Manajemen Sumber Daya Manusia: Konsep & Studi Kasus*. CV AA Rizky.

Beltrán-Martín, I., & Bou-Llusar, J. C. (2018). Examining the intermediate role of employee abilities, motivation and opportunities to participate in the relationship between HR bundles and employee performance. *BRQ Business Research Quarterly*, *21*(2), 99–110. https://doi.org/10.1016/J.BRQ.2018.02.001

Budiyanto, E., & Mochklas, M. (2020). *Kinerja Karyawan Ditinjau dari Aspek Gaya Kepemimpinan, Budaya Organisasi Dan Motivasi Kerja (Pendekatan Riset)*. CV. AA. RIZKY.

Çetin, F., & Aşkun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Management Research Review*, *41*(2), 186–201. https://doi.org/10.1108/MRR-03-2017-0062

Edy, S. (2016). Manajemen sumber daya manusia. *Kencana Prenada Media Group, Jakarta*.

Gajenderan, V., Nawaz, N., Rangarajan, R., & Parayitam, S. (2023). The relationships between amotivation, employee engagement, introjected regulation, and intrinsic motivation: A double-layered moderated-mediation model. *Heliyon*, *9*(10). https://doi.org/10.1016/J.HELIYON.2023.E20493

Hasibuan, M. S. P. (2012). Manajemen Sumber Daya manusia, cetakan keenam belas. *Jakarta: PT. Bumi Aksara*.

Idris, I., Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. (2020). The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*, *8*(2), 735.

Kim, M., Koo, D. W., & Han, H. S. (2021). Innovative behavior motivations among frontline employees: The mediating role of knowledge management. *International Journal of Hospitality Management*, *99*. https://doi.org/10.1016/J.IJHM.2021.103062

Li, B., Yu, W., Lei, Y., & Hu, M. (2023). How does spiritual leadership inspire employees' innovative behavior? The role of psychological capital and intrinsic motivation. *Revue Europeenne de Psychologie Appliquee*, *73*(6). https://doi.org/10.1016/J.ERAP.2023.100905

Li, R., Liu, H., Chen, Z., & Wang, Y. (2023). Dynamic and cyclic relationships between employees' intrinsic and extrinsic motivation: Evidence from dynamic multilevel modeling analysis. *Journal of Vocational Behavior*, *140*. https://doi.org/10.1016/J.JVB.2022.103813

Liu, F., Zhang, C., Gong, Y., Zhang, J., & Sun, L. (2023). When do resilient employees work harder? Exploring the moderating roles of overqualification and family motivation. *Personality and Individual Differences*, *210*. https://doi.org/10.1016/J.PAID.2023.112214

Manese, A. H. (2020). Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan pada PT. Hasjrat Abadi. *Productivity*, *1*(1), 23–27.

Maulidah, P. S., & Sinaulan, J. H. (2019). Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan pada PT. UNIPAC (United Pasific Solutions). *JURNAL EKONOMI*, *21*(2), 198–209.

Othman, A. K., Abdullah, M. Z., Aziz, N. F., & Tobi, S. N. M. (2022). The Influence of Intrinsic and Extrinsic Motivation Factors on Employee's Performance at Pecca Leather Sdn. Bhd. as Mediated by Job Satisfaction. *Journal of Entrepreneurship, Business and Economics*, *10*(2S1), 28–52.

Prasada, D., & Kristianti, L. S. (2021). Pengaruh Kompensasi dan Motivasi terhadap Kinerja Karyawan pada PT. Pratama Mega Kencana. *JIIP-Jurnal Ilmiah Ilmu Pendidikan*, *4*(4), 272–278. https://doi.org/10.54371/jiip.v4i4.269

Saman, A. (2020). Effect of compensation on employee satisfaction and employee performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, *4*(01).

Selvarajan, T. T., Singh, B., & Solansky, S. (2018). Performance appraisal fairness, leader member exchange and motivation to improve performance: A study of US and Mexican employees. *Journal of Business Research*, *85*, 142–154. https://doi.org/10.1016/J.JBUSRES.2017.11.043

Sidiq, U., Choiri, M., & Mujahidin, A. (2019). Metode penelitian kualitatif di bidang pendidikan. *Journal of Chemical Information and Modeling*, *53*(9), 1–228.

Sitopu, Y. B., Sitinjak, K. A., & Marpaung, F. K. (2021). The influence of motivation, work discipline, and compensation on employee performance. *Golden Ratio of Human Resource Management*, *1*(2), 72–83.

Zhang, J., Huang, R., Chen, Q., & Zhao, G. (2023). The relationships between supervisor-subordinate guanxi, perceived supervisor autonomy support, autonomous motivation, and employee job satisfaction: Evidence from international hotel chains in China. *International Journal of Hospitality Management*, *108*. https://doi.org/10.1016/J.IJHM.2022.103354

Zhang, Y., & Liu, S. M. (2022). Balancing employees' extrinsic requirements and intrinsic motivation: A paradoxical leader behaviour perspective. *European Management Journal*, *40*(1), 127–136. https://doi.org/10.1016/J.EMJ.2021.11.008