

## **Effect of Motivation, Compensation and Job Satisfaction on Employee Performance**



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**ABSTRACT:** Employee performance must be continuously improved in order to win business competition. The purpose of this study was to see what factors influenced employee performance at the Gran Rubina Generali Tower Flat Owners and Occupants Association (PPPSRS), seen from the factors of Motivation, Compensation, and Job Satisfaction.

The research method uses correlation analysis, multiple linear regression, t test and ANOVA test using SPSS Version 26 software and samples taken as many as the existing population.

It turns out that the Motivation Variable has a positive and insignificant effect on employee performance, while the Compensation and Job Satisfaction Variables have a positive and significant effect on employee performance.

Simultaneously the Variables of Motivation, Compensation and Job Satisfaction have a significant effect on employee performance.

**KEYWORDS:** Motivation, Compensation, Job Satisfaction and employee performance.

### **PRELIMINARY**

In the current era of globalization, companies are required to continuously anticipate and adapt to the changes that occur. Dessler (2015), globalization will generate a lot of competition, so that organizations will have more pressure to win and can lower costs, making employees more productive. Companies must be able to run their business with the best possible thoughts and actions and have new strategies in an effort to improve the development and performance of their employees and optimize all aspects of company activities, so as to improve employee performance.

Measuring the success of a company can be seen from the increase in employee performance. Employee performance is based on the results (output) given in completing their work. Performance is always related to the results and benefits that can be obtained by employees. One way to improve employee performance is to provide compensation to employees.

Compensation can be given in the form of prizes, bonuses, awards to employees who excel, so that employee morale increases and has an impact on the company's success. Compensation is a form of reciprocity for employee work that can contribute to the survival of the company.

Compensation plays an important role, because one of the main reasons people work is to meet their needs, and be able to improve their welfare with the rewards they receive. The compensation provided aims to encourage employees to be more active, diligent, disciplined in their work, and to help create shared awareness among employees.

In addition to compensation, companies must pay attention to motivation. Appreciation or motivation from leaders to employees is very influential, so as to create a comfortable atmosphere at work.

Motivation can encourage employees to work well again, so as to create a conducive atmosphere for the work environment. So to foster motivation within the company, intensive communication is needed between employees and leaders and between fellow employees. According to Stevan Invanko, motivation is a person's desire and energy directed to achieve a goal.

Motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions, and decisions that occur within a person. Motivation is the process of giving encouragement or stimulation to employees, so that they are willing to work for the company without coercion. Without a high work motivation, it can have an impact on work that is not done well. The more employees who are motivated, the company's productivity will increase and the company can win its business competition.

Another thing that affects employee performance is job satisfaction, because it has a major impact on an organization in improving employee performance. Job satisfaction is a very personal thing, meaning that the one who can feel it the most is the one concerned and it is not always the same between employees. So companies need to pay attention to employee job satisfaction, because job satisfaction is one of the criteria to measure the success of a company in meeting the needs of its employees. So it is necessary to do research on improving the performance of PPPSRS Generali Tower employees in terms of Motivation, Compensation and Job Satisfaction.

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### THEORETICAL

According to Flippo (2019: 11), Human Resource Management is planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and termination of employees with the aim of realizing company, individual, employee and community goals.

Human Resource Management regulates and determines staffing programs covering the following issues: (a). Determine the number, quality, and effective placement of workers according to company needs based on job descriptions, job specifications, job requirements, and job evaluations. (b). Determine the withdrawal, selection and placement of employees based on the principle of the right man in the right place and the right man in the right job. (c). Establish welfare, development, promotion and termination programs. (d). Forecasting the supply and demand for human resources in the future. (e). Estimating the state of the economy in general and the development of the company in particular. (f). Closely monitor the changes in the law and the policy of rewarding similar companies. (g). Monitor technical progress and trade union developments. (h). Carry out education, training, and employee performance appraisal. (i). Manage employee mutations both vertically and horizontally and (j). Manage pensions, layoffs, and severance pay.

According to Mangkunegara (2017: 9) states that employee performance or work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Mangkunegara (2017: 13), there are several factors that affect performance, namely the following: (1). Ability factor. Psychologically, ability consists of: (a). Potential ability (IQ), and (b). Realty ability (knowledge + skill). (2). Factors of motivation (Motivation).

Motivation is defined as an attitude of leaders and employees towards work situations in their organizational environment that have a positive attitude towards their work situation will show high work motivation and vice versa. The work situation in question includes, among other things, work relations, work facilities, work climate, leadership policies, work leadership patterns and working conditions.

Armstrong stated that motivation is a reason to do something. Motivation is related to the strength and direction of behavior and the factors that influence a person to behave in a certain way. The term motivation can refer to the various goals that individuals have, the ways in which individuals choose goals, and the ways in which others try to change their behavior.

While Robbins defines, motivation is a process that shows individual intensity, direction, and persistence of efforts towards achieving goals.

According to Hasibuan (2018) Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Compensation is a counter-performance against the use of labor or services that have been provided by the workforce.

Job satisfaction is an important thing that is owned by individuals at work. Each individual worker has different characteristics, so the level of job satisfaction is also different. The level of job satisfaction can have a different impact. Roe and Byars said that high job satisfaction will encourage the realization of organizational goals effectively. Meanwhile, a low level of job satisfaction is a threat that will bring destruction or setbacks to the organization, sooner or later.

Employee job satisfaction (job statistics) must be created as well as possible so that employee morale, dedication, love, and discipline increase. According to Herzberg job satisfaction is a positive feeling which is the result of an evaluation of the results obtained with the expected results.

### RESEARCH METHODS

#### Population and Sample

According to Sugiyono (2019: 115), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by research to be studied and then conclusions drawn. In this study, the population is all employees, totaling 40 people which include the Departments of Finance, HR, Engineering, Tenant Relations, and HSE.

According to Sugiyono (2019: 116), the sample is part of the number and characteristics possessed by this population. Sampling is a step to determine the size of the sample taken in carrying out a study. The number of research samples is all of the existing population, as many as 40 employees.

#### Research variable

Sugiyono (2015: 95), Research variables are anything in any form that is determined by researchers to be studied so that information about related matters is obtained, then conclusions are drawn. The variables in this study consisted of 4 (four) variables, namely 3 (three) independent variables and 1 (one) dependent variable.

#### Independent Variable and Dependent Variable

Sugiyono (2015: 96), argues that the independent variable is the variable that influences or causes the change or the emergence of the dependent (bound) variable. The independent variables in this research are Motivation (X1), Compensation (X2), and Job Satisfaction (X3).

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Sugiyono (2015: 97), argues that the dependent variable is the variable that is affected or becomes the result because of the independent variables. In this study, the dependent variable is Employee Performance (Y).

### Operational Definition of Research Variables

The operational definition of the variable is used so as not to cause multiple interpretations, namely by providing limitations on the variables used in this study.

Motivation (X1)

Indicators of motivation, according to Siagian (2012: 138) are as follows: (a). Driving force, (b). Will, (c). Willingness, (d).

Forming expertise, (e). Forming skills, (f). Responsibility, (g). Liability, and (h). Destination

Compensation (X2)

The indicators used according to Simamora (2018: 442) are as follows: (a). Wages and salaries, (b). Incentives, (c). Allowances, and (d). Facility

Job Satisfaction (X3)

The indicators used to measure job satisfaction according to Smith et al are as follows: (a). Satisfaction with the work itself, (b). Satisfaction with salary, (c). Promotional opportunities, (d). Satisfaction with supervision, and (e). Satisfaction with colleagues.

Employee Performance (Y).

The indicators used to measure performance according to Priansa (2016: 271), are as follows: (a). Quantity of work, (b). Quality of work (quality of work), (c). Independence (dependability), (d). Initiative, (d). Adaptability, and (e). Cooperation.

### Data Collection Technique

#### (1). Questionnaire

Questionnaires are data collection techniques by means of which researchers provide a list of questions or written statements to be answered by respondents. With this technique the researcher gave a questionnaire containing written questions to the respondents directly to be answered.

#### (2). Observation

Observation is a systematic observation and recording of the elements that appear in a symptom on the object of research. Observation or observation is one of the most important research techniques. This observation technique is used to observe directly and indirectly the influence of employees.

#### (3). Interview

Interviews are used as a data collection technique if the researcher wants to conduct a preliminary study to find problems that must be studied. With the interview technique the researcher wants to know things - things from respondents that are more in-depth.

## DATA ANALYSIS METHOD

### I. Instrument Data Test

#### Validity test

The validity test shows the level of accuracy of the measurement of an instrument's determination of the concept under study.

Instruments are considered valid if the tools used can properly measure the measuring object. Therefore, a valid tool is the right tool for measuring the object to be measured, Saptutyningsih and Setyaningrum (2020:164).

#### Reliability Test

Reliability or reliability of a measurement indicates the extent to which the measurement is without bias (error-free) and therefore ensures consistent measurement across time and across the various items in the instrument, in other words. The reliability test is used to determine the extent to which the measurement results remain consistent if two or more measurements are made of symptoms using the same measuring instrument.

### II. Classic assumption test

The classical assumption test was carried out to test the feasibility of the regression analysis model used in the study. This test includes:

(1). The Normality Test, according to Ghozali (2018: 111), the normality test is carried out with the aim of testing whether the residual or confounding variables in the regression model have a normal distribution. A good regression model is one that has a normal or nearly normal data distribution.

(2). Multicollinearity test, according to Ghozali (2018: 105) multicollinearity test aims to test whether the regression model found a correlation between independent variables. The regression model requires no multicollinearity. To detect the presence or absence of multicollinearity in the regression model is the value of tolerance and variance inflation factor (VIF).

(3). Autocorrelation test, according to Ghozali (2018: 110) autocorrelation test aims to test whether in the regression model there is a correlation between the confounding errors in the t-period and the confounding errors in the t-1 (previous) period.

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(4). Heteroscedasticity Test, Heteroscedasticity Test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another.

### III. Multiple Linear Regression Analysis

According to Ghazali (2018: 94) in regression analysis, apart from measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable. The dependent variable is assumed to be random/stochastic. The regression analysis equation model in this study is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information:

Y = Employee Performance

X1 = Motivation

X2 = Compensation

X3 = Job Satisfaction

a = Constant value

b1 = Motivation Coefficient

b2 = Compensation Coefficient

b3 = Job Satisfaction Coefficient

### IV. Correlation Coefficient and Determination

Analysis of the correlation coefficient aims to study whether there is a relationship between two or more variables, while the regression analysis predicts how far the influence is. Specifically, the purpose of correlation analysis is to find out whether there is a relationship between the two variables, and if there is a relationship, what is the direction of the relationship and how big the relationship is.

### V. Test F (Simultaneous)

According to Ghazali (2016: 61) the F test basically shows whether all the independent variables referred to in the model have the same simultaneous effect on the dependent variable. The test was carried out using a significance level of 0.05 (cr5).

### VI. t test (Partial)

According to Ghazali (2016: 68), a test that basically shows how far the influence of one independent variable individually explains the dependent variable. Testing is carried out using a significance level of 0.05 (a5).

## ANALYSIS AND DISCUSSION

Respondents in this study were dominated by 36 women or 64.0%, while 18 male respondents or 36.0%.

Data Instrument Test Results

Motivation Validity test

### Correlations

QUESTION ITEMS	Sig. (2-tailed)	Level Sig. (2-tailed)	DESCRIPTION
1	,000	,050	VALID
2	,000	,050	VALID
3	,000	,050	VALID
4	,000	,050	VALID
5	,000	,050	VALID
6	,000	,050	VALID
7	,000	,050	VALID
8	,000	,050	VALID
9	,000	,050	VALID
10	,000	,050	VALID

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

\*. Correlation is significant at the 0.05 level (2-tailed).

The results of the validity test of the motivational variable above show that all statement items used in this study are valid, as indicated by the value of each statement item having a significance value (2-tailed) <0.05.

Compensation Validity test

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### Correlations

Question Items	Sig. (2-tailed)	Level Sig. (2-tailed)	Description
1	,000	,050	VALID
2	,000	,050	VALID
3	,000	,050	VALID
4	,000	,050	VALID
5	,000	,050	VALID
6	,000	,050	VALID
7	,000	,050	VALID
8	,000	,050	VALID
9	,000	,050	VALID
10	,000	,050	VALID

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### Job Satisfaction Validity test

#### Correlations

Question Items	Sig. (2-tailed)	Level Sig. (2-tailed)	Description
1	,000	,050	VALID
2	,000	,050	VALID
3	,000	,050	VALID
4	,000	,050	VALID
5	,000	,050	VALID
6	,000	,050	VALID
7	,000	,050	VALID
8	,000	,050	VALID
9	,000	,050	VALID
10	,000	,050	VALID

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### Performance Validity test

#### Correlations

Question Items	Sig. (2-tailed)	Level Sig. (2-tailed)	Description
1	,000	,050	VALID
2	,000	,050	VALID
3	,000	,050	VALID
4	,000	,050	VALID
5	,000	,050	VALID
6	,000	,050	VALID
7	,000	,050	VALID
8	,000	,050	VALID
9	,000	,050	VALID
10	,000	,050	VALID

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

\* . Correlation is significant at the 0.05 level (2-tailed).

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### Correlations

Question Items	Sig. (2-tailed)	Level Sig. (2-tailed)	Description
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The results of the validity test of the Employee Performance variable above, it is known that all statement items used in this study are valid, which is indicated by the value of each statement item having a significance value (2-tailed) < 0.05.

### Reliability Test

The reliability test for the questionnaire statement items is based on the Cronbach's alpha coefficient value which is said to be reliable if the Cronbach's alpha value is > 0.7, then the research instrument is reliable.

### Reliability test

#### Reliability S

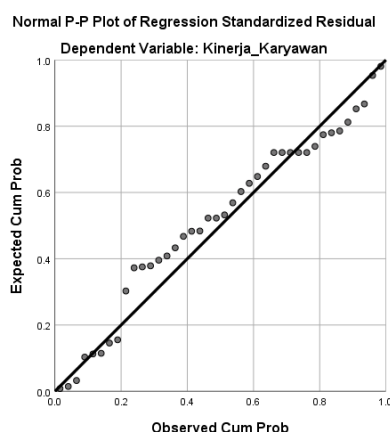
Variabel	Cronbach's Alpha	Hasil
Motivation	0,779	RELIABEL
Compensation	0,780	RELIABEL
Job Satisfaction	0,771	RELIABEL
Employee Performance	0,782	RELIABEL

The results of the reliability test for all variables have a Cronbach Alpha value of more than 0.70, so it can be concluded that all variables in this study are reliable.

### Multiple Linear Regression Classical Assumption Test Results

#### 1. Normality Test

##### Normality Probability Plot Test



#### 2. Multicollinearity Test

It is known that, if the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram shows a normal distribution pattern, then the regression model meets the assumption of normality.

##### Multicollinearity Test Results

### Coefficients<sup>a</sup>

Model		Collinearity Statistics	
		Tolerance	VIF
1	Motivasi	.184	5.436
	Kompensasi	.167	6.004
	Kepuasan_Kerja	.115	8.729

a. Dependent Variable: Kinerja\_Karyawan

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The results of the multicollinearity test show that the tolerance value of the variables Motivation, Compensation and Job Satisfaction respectively is 0.184, 0.167 and 0.115 above 0.10 and the VIP value of the variable Motivation, Compensation and Job Satisfaction is respectively 5.436, 6.004 and 8.729 below 10. So it can be concluded that there is no multicollinearity between variables in the regression model.

### 3. Autocorrelation Test

In this study to detect symptoms of autocorrelation using the Durbin-Watson test.

#### Result of Autocorrelation Test

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.941 <sup>a</sup>	.885	.876	2.555773	2.207

a. Predictors: (Constant), Kepuasan\_Kerja, Motivasi, Kompensasi

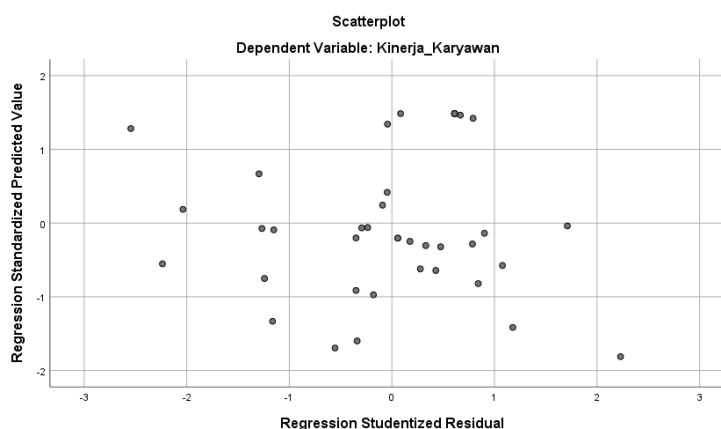
b. Dependent Variable: Kinerja\_Karyawan

### 4. Heteroscedasticity Test

The SPSS output results show that the Durbin Watson value is 2.207, the Durbin-Watson decision value is  $du < d < 4 - du$ .  $dL$  value = 1.3384 and  $dU$  value = 1.6589 (obtained from the Durbin Watson table).

Obtained  $1.6589 < 2.207 < 2.341$ . So it can be concluded that there is no autocorrelation between the independent variables in the regression model.

#### Heteroscedasticity Test Results



It is known that the data points spread evenly in the center, do not gather in one place and do not form a certain pattern. So it can be concluded that there is no heteroscedasticity problem in the regression model.

### 5. Multiple Linear Regression Results

Correlation Coefficient and Determination

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.941 <sup>a</sup>	.885	.876	2.555773

a. Predictors: (Constant), Kepuasan\_Kerja, Motivasi, Kompensasi

b. Dependent Variable: Kinerja\_Karyawan



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It is known that the value of  $R = 0.941$ . This shows that there is a very strong positive relationship between the variables Motivation, Compensation and Job Satisfaction with Employee Performance variables. Meanwhile, Adjusted R Square is 0.876 or 87.60%. This shows that the magnitude of the contribution of the variable influence of Motivation, Compensation and Job Satisfaction on the Employee Performance variable of the Gran Rubina Generali Tower Flat Owners and Occupants Association (PPPSRS) is 87.60%. While the remaining 12.40% is influenced or explained by other independent factors and variables that are not included in this research model.

### 6. Test F (Simultaneously)

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1812.201	3	604.067	92.478	.000 <sup>b</sup>
	Residual	235.151	36	6.532		
	Total	2047.352	39			

a. Dependent Variable: Kinerja\_Karyawan

b. Predictors: (Constant), Kepuasan\_Kerja, Motivasi, Kompensasi

The results of the F test can be seen from the calculated value of  $92.478 > 3.250$  with a significance value of  $0.000 < 0.050$  which means that the regression model that can be used to predict the dependent variable Y is employee performance. So it can be concluded that the variables of Motivation, Compensation and Job Satisfaction simultaneously (simultaneously) have a positive and significant effect on the Performance variable.

### 7. T test (partially)

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.874	2.360		4.608	.000
	Motivasi	.112	.134	.110	.836	.409
	Kompensasi	.311	.135	.319	2.306	.027
	Kepuasan_Kerja	.581	.180	.539	3.232	.003

a. Dependent Variable: Kinerja\_Karyawan

It is known that the relationship between each independent variable and the dependent variable can be explained as follows:

The motivational variable has a t count of  $0.836 < t$  table of 2.028 with a significance value of  $0.409 > 0.050$  which means H1 is rejected. So it can be concluded that the Variable Motivation has no significant positive effect on Employee Performance.

The compensation variable has a t count of  $2.306 > t$  table of 2.028 with a significance value of  $0.027 < 0.050$  which means H2 is accepted. So it can be concluded that the Compensation Variable has a positive and significant influence on Employee Performance.

The Job Satisfaction variable has a t count of  $3.232 > t$  table of 2.028 with a significance value of  $0.003 < 0.05$  which means H3 is accepted. So it can be concluded that the Job Satisfaction Variable has a positive and significant effect on Employee Performance.

### 8. Multiple Linear Regression Analysis Equations

$$\text{Kinerja} = 10,874 + 0,112 \text{ Motivasi} + 0,311 \text{ Kompensasi} + 0,581 \text{ Kepuasan Kerja}$$

Multiple linear regression analysis to find out whether or not there is an influence between the independent (independent) variables on the dependent (dependent) variable. From testing the classical assumptions it can be concluded that the regression model can be used in data processing.

The resulting constant value ( $\alpha$ ) is 10.874 indicating that if the values of the variables Motivation, Compensation and Job Satisfaction are considered constant (0), then the employee performance value is 10.874 scale units.

The results of hypothesis testing show that the value of the regression coefficient on the variable Motivation is equal to 0.112 meaning that if the value of the variable Motivation increases by 1 scale unit, the value of the employee performance variable will increase by 0.112 scale units.

The results of hypothesis testing show that the regression coefficient value of the Compensation variable is 0.311, meaning that if the Compensation variable value increases by 1 scale unit, the employee performance variable value will increase by 0.311 scale units.



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The results of hypothesis testing show that the regression coefficient value of the Job Satisfaction variable is 0.581, meaning that if the value of the Job Satisfaction variable increases by 1 scale unit, the employee performance variable value will increase by 0.581 scale units.

### CONCLUSION

The results of the study can be concluded, that the Variable Motivation has a positive and not significant effect on employee performance, while the Compensation and Job Satisfaction Variables have a positive and significant effect on employee performance. Simultaneously the Variables of Motivation, Compensation and Job Satisfaction have a significant effect on the performance of employees of the Gran Rubina Generali Tower Flat Owners and Occupants Association (PPPSRS).

To the management to increase the motivation variable so that employee performance increases, namely by providing opportunities for all employees to appreciate the work achievements that have been achieved and giving salaries/wages in accordance with the duties and responsibilities held by each position.

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