

## The Effect Of Compensation And Job Satisfaction On Employee Performance Employees At Optimate Holistic Company Kebo Iwa Branch

**Ade Baghdad Cavalera**

Udayana University, Denpasar, Indonesia

E-mail: adebaghdadcavalera@gmail.com

### ABSTRACT

The success of the company in achieving its success is determined by human resources who are involved in the process of the company's activities. The high or low performance provided by employees can be influenced by the job satisfaction experienced by employees and the compensation provided by the company to employees. This study aims to analyze the effect of compensation and job satisfaction on employee performance at Optimate Holistic Kebo Iwa Branch. The study was conducted on Optimate Holistic employees of Kebo Iwa Branch, with a sample size of 46 individuals, using the probability sampling method. The data analysis approach used is Multiple Linear Regression Analysis. The findings of this study indicate that all hypotheses are acceptable. The compensation factor has a positive and significant impact on employee performance, while job satisfaction also has a positive and significant influence on employee performance. Together, compensation and job satisfaction have a positive and significant impact on employee performance. Good compensation can trigger a good relationship where employees feel safe and comfortable at work. The fulfillment of employee rights supported by employee job satisfaction can have a positive impact on improving employee performance. This research is able to make a practical contribution as a consideration for the leaders of Optimate Holistic Kebo Iwa Branch in improving the performance of its employees.

**Keywords:** Compensation; Job Satisfaction; Employee Performance

### Introduction

Human resources are very important in every organization. Human resources or employees are needed to manage an organization which will later help the company achieve its goals (Aprilia, 2020) The success of a company in achieving its goals is largely determined by the human resource factor involved in the company's activities (Dewi, 2016). Every company or organization expects the human resources used to provide good performance (Ngebu, 2018).

In general, the purpose of compensation management is to help the company or organization to achieve what has been set by the organization and ensure the creation of fairness internally and externally. Internal justice can be obtained by evaluating the position and its emphasis is oriented to matters that are internal to the company, while

external justice is more focused on conducting a salary survey outside the company, namely by comparing it with other similar jobs outside the company (Mujanah, 2019)

Performance refers to the level of achievement of tasks that make up the work of all employees. Employee performance reflects how well employees meet the requirements of a job that has been determined by the company according to their respective fields of work (Batubara, 2020).

Job satisfaction is something that has many sides, where from one side it is satisfactory and from the other side it is less satisfactory. Job satisfaction usually only flattens the results of comparisons with some circumstances and nothing is absolute and unlimited. With job satisfaction, an employee can feel whether his job is pleasant or unpleasant to do. A person's various attitudes towards his work reflect his pleasant experiences in his work as well as his expectations for future experiences. Job satisfaction can be achieved if employees are productive at work and employee expectations can be met by the company. If leaders or colleagues do not support each other or do not care about each other, the work carried out will not run well and will cause problems and automatically employee job satisfaction will definitely decrease. Leaders and colleagues should understand and motivate each other in order to create a good working relationship in the future (Khair, 2019).

Compensation can also affect employee job satisfaction. Based on research by (Puspitawati, 2020). it was revealed that compensation has a positive and significant effect on employee job satisfaction. Compensation is a reward given by the company to employees for the work they produce. According to (Hasibuan, 2011), compensation is all income in the form of money, direct or indirect goods that employees receive in exchange for services provided to the company.

The amount of compensation or remuneration has been determined and known in advance, so that employees know for sure the amount of remuneration/compensation received by the employee. The amount of compensation received by employees reflects the status, recognition and level of fulfillment of needs enjoyed by employees and their families. (Suprpto, 2021) showed that compensation has a positive and significant effect on job satisfaction. The results of the research by (YEN, 2018). Showed that compensation has a positive and significant effect on job satisfaction. Similar results were also found in a study conducted by (Veriyani, 2018). stating that compensation had a positive and significant effect on 6 employees in the production division of PT. Personal Soljer. (Rahayu, 2019) in a study revealed that compensation has a significant and positive effect on job satisfaction of employees of the HR & general affairs department of PT Kereta Api Indonesia (Persero) Operating Region 1 Jakarta. This is contrary to the research of Rosalina et al. (2020) which shows that compensation does not have a significant effect on job satisfaction.

Optimate Holistic is a subsidiary of PT Dexpand which was established in 2004. PT Dexpand initially specialized in human resource development and distribution of portable medical device products, but since 2014 has created a new division by expanding the types of products, namely nutritional care products, health and is fully committed to only marketing health products and the standard of living of customers and the general public.

With an office concept that has a total of 52 employees, Optimate Holistic Kebo Iwa branch has a comfortable office environment by often holding meals together every time it meets sales targets.

**Table 1**  
**Number of Optimate Holistic Employees Kebo Iwa Branch**

It	Department	Employee
1	Admin	4
2	Security	3
3	Sales Product	45
	Sum	52

Source: Data processed 2024

Optimate Holistic Kebo Iwa branch is a company that has high competition at the national level with other Optimate Holistic branches in Indonesia. To develop a company, of course, companies need quality human resources. Quality human resources can produce maximum employee performance. With maximum employee performance, it can help the company by achieving its goals. Therefore, Optimate Holistic Kebo Iwa branch needs to pay attention to the performance of its employees.

Based on an interview with Sri Wahyuni as the manager of the Optimate Holistic company Kebo branch Iwa stated that there are many employees who lack discipline. In addition to interviews with general managers, interviews were also conducted with employees of Optimate Holistic Kebo Iwa branch, who said the problem of low performance occurred due to the lack of compensation provided by the company and unstable job satisfaction. Just as companies pay less attention to employee job satisfaction related to compensation and overtime hours that take up their rest time, companies do not value the contribution of employees who achieve work performance, and rarely carry out activities that can build a better work atmosphere.

For this reason, research on aspects that affect employee performance such as compensation and job satisfaction is important to be conducted. This research will provide information about the effect of employee compensation and job satisfaction and on employee performance. Seeing the situation mentioned above, the author can raise a

study entitled: The Effect of Compensation and Job Satisfaction on Employee Performance at the Optimate Holistic Company Kebo Iwa branch.

This study aims to obtain an in-depth picture and provide empirical evidence regarding the influence of compensation and job satisfaction on employee performance. In particular, this study wants to find out the effect of compensation on employee performance and the effect of job satisfaction on employee performance.

This research is expected to provide benefits both theoretically and practically. Theoretically, the results of this study can support the understanding of the influence of job satisfaction and compensation on employee performance, as well as be a reference for other researchers. According to (Hendro, 2018), compensation and job satisfaction have a positive effect on employee performance. Practically, the results of this study can be used as consideration for management in formulating policies related to job satisfaction, compensation, and employee performance.

## Research Method

Research design can be defined as the plan, structure, and strategy of the investigation that will be carried out to get answers to the research questions or problems that are a complete scheme or program of a research, starting from the preparation of hypotheses that have implications for research methods, procedures, and data collection to data analysis (Rahyuda, 2019). This study uses quantitative associative where this study aims to explain the relationship between a variable and another variable to test a hypothesis (Putra, 2019). Quantitative research uses variables to test hypotheses and uses a list of questions in a questionnaire which is the main data collection tool (Rahyuda, 2019). This study was conducted to determine the influence of motivation on employee performance and the influence of job satisfaction on employee performance.

This research was conducted at Optimate Holistic located at Jalan Kebo Iwa Utara No 2 Padangsambian Kaja, West Denpasar District, Denpasar City, Bali, Indonesia 80117, because problems were found relevant to the research topic. The objects of this research include Compensation (X1), Job Satisfaction (X2), and Employee Performance (Y). The research variables consisted of independent variables (Compensation and Job Satisfaction) and bound variables (Employee Performance). The independent variable affects or causes changes in the bound variable, while the bound variable is the result of the influence of the independent variable.

## Result and Discussion

The location of this study was carried out at Optimate Holistic which is located at Jalan Kebo Iwa Utara No 2 Padangsembian Kaja, West Denpasar District, Denpasar City, Bali, Indonesia 80117. This location was chosen because there were problems related to the research topic to be discussed. Based on the results of the research conducted on the sample used, as many as 46 employees whose characteristics can be known include their position, age, gender, last education, and service period as described in Table 1.

**Table 1**  
**Characteristics of Respondents**

It	Variable Classification	Number of people	Percentage	
1	Position	-	2	4.3
		Security	2	4.3
		Sales Product	42	91.3
	Sum		46	100
2	Age	20-30 Years	27	58.7
		31-40 Years	15	32.6
		41-50 Years	2	4.3
		51-60 Years	2	4.3
	Sum		46	100
3	Gender	Woman	18	49.1
		Man	28	60.9
		Sum	46	100
4	Last education	Junior High School/Equivalent	1	2.2
		High School/Equivalent	21	45.7
		Diploma	17	37.0
		S1/Equivalent	7	15.2
		Sum		46
5	Working Period	< 1 Year	17	37.0
		1 – 5 Years	22	47.8
		6 – 10 Years	7	15.2
	Sum		46	100

Source: primary data processed, 2024

Table 1 shows the characteristics of 46 respondents of Optimate Holistic employees of Kebo Iwa Branch. When viewed from the positions of 42 respondents, 91.3 percent of them have positions as sales products. Judging from gender, the majority of male sex dominated in this study as many as 28 people at 60.9 percent. When viewed from the age of 27, respondents who are 20-30 years old dominate with a percentage of 58.7 percent. Judging from the last education, respondents with high school education

dominated with a percentage of 45.7 percent. When viewed from the working period, respondents who worked for 1-5 years dominated with a percentage of 47.8 percent.

**Research Instrument Testing Results**

A research instrument is a tool used to measure research variables (Rahyuda, 2019). This study uses a questionnaire as a research instrument that has contained questions that will be answered by respondents in writing. The research instrument refers to the likert scale whose research is carried out by determining the score on each answer to the question asked in the questionnaire.

**Validity Test Results**

The validity test is about whether a research instrument is valid or not for use. An instrument is said to have validity if the instrument is able to show the extent to which a measuring instrument measures what should be measured (Rahyuda, 2019) Testing the validity of the instrument, if Correlation has a Sig. (2-tailed) value of more than 0.3, it means that the data is valid (Sesi, 2020).

**Table 2**  
**Validity Test Results**

No.	Variable	Instruments	Pearson Correlation	Information
1.	Compensation (X1)	X1.1	0.769	Valid
		X1.2	0.792	Valid
		X1.3	0.884	Valid
		X1.4	0.796	Valid
2.	Job Satisfaction (x2)	X1.5	0.784	Valid
		X1.6	0.932	Valid
		X.2.1	0.854	Valid
		X2.2	0.905	Valid
		X2.3	0.552	Valid
		X2.4	0.804	Valid
		X.2.5	0.866	Valid
3.	Employee Performance (Y)	X.2.6	0.740	Valid
		Y1	0.888	Valid
		Y2	0.866	Valid
		Y3	0.805	Valid
		Y4	0.942	Valid
		Y5	0.904	Valid
		Y6	0.908	Valid

Source: primary data processed, 2024

The results of the validity test in Table 2 concluded that after going through the validity test of all research instruments, the instruments had a total Pearson Correlation

score value above 0.30. Therefore, it can be concluded that these instruments are suitable to be used as measuring tools for related variables.

### Reliability Test Results

**Table 3**  
**Reliability Test**

No.	Variable	Cronbach's Alpha	Information
1.	Compensation (X1)	0,898	Reliable
2.	Job Satisfaction (x2)	0,879	Reliable
3.	Employee Performance (Y)	0,941	Reliable

Source: primary data processed, 2024

The results of the reliability test in table 3 show that in each variable, namely compensation of 0.898, job satisfaction of 0.879, and employee performance of 0.941, each of which has a value above 0.60 shown in the results of Cronbach's alpha, it can be said that all instruments have met the reliability requirements.

### Description of Research Variables

The description of respondents' responses regarding the variables in the study was carried out by classifying the average respondents' answer scores on a measurement scale that had been determined in five categories. The assessment of the respondents regarding the variables in this study was carried out to determine the frequency distribution based on the interval value, as for determining the interval value in question is as follows. The category is formulated into a range interval obtained from the highest limit value minus the lowest limit value and then divided by the total value used  $(5-1):5 = 0.80$ . The measurement criteria used, namely:

**Table 4**  
**Variable Description Criteria**  
**Criterion**

Average Score	Compensation, Job Satisfaction, Employee Performance
1,00 - 1,80	Very Low
1,81 - 2,60	Low
2,61 - 3,40	Enough
3,41 - 4,20	Tall
4,21 - 5,00	Very High

Source: Wirawan (2016:35)

**Compensation (X1)**

The compensation variable in this study is an independent variable. The compensation variable is symbolized by X1 and measured using 6 statements that are responded to using the 5 Likert Scale points.

**Table 5**  
**Description of the Respondent's Answer to Compensation**

It	Statement	Proportion of Respondents' Answers (People)					Sum	Average	Criterion
		1	2	3	4	5			
1	I feel that the salary received is as expected (X1.1)	4	15	18	9	0	124	2,70	Enough
2	I feel like the overall salary in accordance with the effort spent (X1.2)	0	1	8	36	1	175	3,80	Tall
3	I feel that the difference in salary between parts of the company is in line with expectations (X1.3)	0	2	19	22	3	164	3,57	Tall
4	I feel that the bonuses given by the company are comparable with overtime working time (X1.4)	0	1	11	28	6	177	3,85	Tall
5	I feel satisfied with the labor social security provided by the company (X1.5)	0	1	8	30	7	181	3,93	Tall
6	I feel that the company pays attention to meeting the needs and facilities of employees (X1.6)	2	5	20	11	8	156	3,39	Enough
Average								3,54	Tall

Source: primary data processed, 2024



The compensation variable that had the highest average was the statement "I am satisfied with the labor social security provided by the company (X1.5)", with an average value of 3.93 which is a high criterion. This means that respondents are satisfied with the social security provided by the company that can meet the needs needed by the respondents. The compensation variable that has the lowest average is the statement "I feel that the salary received is in line with expectations (X1.1)", with an average value of 2.70 which is included in the sufficient criteria, but has the lowest average value compared to other statements. This means that in general, respondents feel that the salary provided by the company has not been able to meet the expectations of the respondents.

**Job Satisfaction (x2)**

The satisfaction variable in this study is an independent variable. The job satisfaction variable is symbolized by X2 and measured using 6 statements that are responded to using 5 Likert Scale points.

**Table 6**  
**Description of Respondents' Answers to Job Satisfaction**

It	Statement	Proportion of Respondents' Answers (People)					Sum	Average	Criterion
		1	2	3	4	5			
1	The promotional opportunities provided by the company are wide open to all Outstanding employees (X2.1)	0	6	18	17	5	159	3,46	Tall
2	I feel satisfied with the salary I received because according to the contribution I have made (X2.2)	2	16	19	9	0	127	2,76	Enough
3	I am satisfied with the clarity of policy implementation company-defined (X2.3)	0	0	14	30	2	172	3,74	Tall

4	I feel satisfied with the harmony of work occurred between fellow employees(X2.4)	2	6	16	20	2	152	3,30	Enough
5	The leadership always helps with activities in the Job (X2.5)	0	3	10	25	8	176	3,83	Tall
6	I was satisfied with the leader who gave me instructions about tasks on the job (X2.6)	0	0	11	27	8	181	3,93	Tall
Average								3,50	Tall

The variable of job satisfaction that had the highest average was the statement "I am satisfied with the leader who gave instructions about the tasks at work (X2.6)", with an average value of 3.93 which is a high criterion. This means that respondents feel that the leadership is able to provide instructions in doing the work, so that the respondents are able to understand their work well. The job satisfaction variable that has the lowest average is the statement "I feel satisfied with the salary I receive because it is in accordance with the contribution I have given (X2.2)", with an average value of 2.76 which is included in the sufficient criteria, but has the lowest average value compared to other statements. This means that in general, respondents feel that the salary they receive is not in accordance with the work they do.

**Employee Performance (Y)**

The employee performance variable in this study is an independent variable. The compensation variable is denoted by Y and measured using 6 statements that are responded to using the 5-point Likert Scale.

**Table 7**  
**Description of Respondents' Answers to Employee Performance**

It	Statement	Proportion of Respondents' Answers (People)					Sum	Average	Criterion
		1	2	3	4	5			
<hr/>									

1	I try to get the job done well and perfectly to my ability and My skills (Y1.1)	2	7	31	5	1	134	2,91	Enough
2	I was able to complete the number of jobs according to the number of work given (Y1.2)	1	8	24	12	1	142	3,09	Enough
3	I was present right time according to the work schedule(Y1.3)	0	3	11	30	2	169	3,67	Tall
4	I completed the work according to the target predetermined time (Y1.4)	1	4	7	29	5	171	3,72	Tall
5	I comply with orders from superiors(Y1.5)	0	3	5	29	9	182	3,96	Tall
6	I am honest in my work(Y1.6)	0	2	7	30	7	180	3,91	Tall
Average								3,54	Tall

Source: primary data processed, 2024

The employee performance variable that had the highest average was the statement "I obeyed orders from my boss (Y1.5)", with an average value of 3.96 which is a high criterion. This means that the respondents do the work according to the directions from their superiors, so that the work is carried out systematically. The job satisfaction variable that has the lowest average is the statement "I try to complete the job well and perfectly according to my abilities and skills (Y1.1)", with an average value of 2.91 which is included in the sufficient criteria, but has the lowest average value compared to other statements. This means that respondents are still not able to complete the work based on their abilities and skills perfectly.

#### Effect of Compensation on Employee Performance

The results of hypothesis testing in this study show that compensation has a positive and significant effect on employee performance. This means that good compensation will be able to improve employee performance. Employees who provide high performance and are recognized by being given appropriate compensation will be able to maintain their performance results in the present and also in the future. Likewise, employees who are paid inappropriately tend to give declining performance results. Therefore, in improving employee performance, it is necessary to have an appropriate level of compensation for the work done by employees.

The results of this study are in line with previous research by Rini Astuti and (Rini Astuti, 2020) that compensation has a positive and significant effect on the performance of collector employees at PT. Tunas Jaya Utama. The results of the analysis mean that the better the compensation created, the better the employee performance will also improve. The statement from the study is in line with research conducted by (Jufrizen, 2018) which stated that compensation has a positive effect on employee performance at PT Jaeil Indonesia. Similar results were also found in research conducted by (Jufrizen, 2018), (Arifudin, 2019), (Cahya, 2021), (Sudiardhita, 2018), Sitopu et al., (2021), (Purba, 2020), (Arifudin, 2019), and research conducted by (Alfiyah, 2019) which stated that compensation has a positive and significant effect on employee performance.

#### **The Effect of Job Satisfaction on Employee Performance**

The results of hypothesis testing in this study show that job satisfaction has a positive and significant effect on employee performance. This means that the high level of satisfaction felt by employees will result in high performance produced by employees. Employees who have high job satisfaction will work more productively. So the more satisfied the employee, the more the employee will show his best performance.

This result is in line with previous research by (Adhan, 2020) stating that job satisfaction has a positive and significant effect on employee performance. Similar results were also found in research conducted by (Prawira, 2019), (Sandiartha, 2020), (Dharmayasa, 2020), (Salsabilla, 2022), (Fajri, 2022), (Prayekti, 2022), (Suryadi., 2022), and research conducted by (Setiawan, 2022) which stated that job satisfaction has a positive and significant effect on employee performance.

#### **Conclusion**

Based on the results of research at Optimate Holistic Kebo Iwa Branch, it was concluded that compensation and job satisfaction had a positive and significant effect on employee performance. To improve employee performance, it is necessary to pay attention to the importance of compensation and job satisfaction. In practical terms, companies are advised to provide training to improve employee abilities, pay attention to the level of compensation according to employee expectations, and appreciate

employee contributions both financially and non-financially to increase job satisfaction. Further research is expected to add other variables that affect employee performance and expand the scope of the research so that the results are more general and implementable.

This study found that both compensation and job satisfaction have a significant impact on employee performance at Optimate Holistic Company, Kebo Iwa Branch. Fair and adequate compensation encourages employees to work better, while high job satisfaction enhances their motivation and commitment to the company. Overall, improvements in both factors can directly boost employee performance, which will ultimately have a positive effect on the productivity and success of the company as a whole. Therefore, management is advised to continuously monitor and improve the compensation system and ensure a conducive work environment to enhance employee job satisfaction.

### Bibliography

- Adhan, M. , J. J. , P. M. A. , and S. Y. (2020). The Mediation Role of Organizational Commitment on the Effect of Job Satisfaction on the Performance of Permanent Lecturers of Private Universities in Medan City. *Journal of Economics and Business*. *Journal of Economics and Business*, 1–15.
- Alfiyah, N. , and R. S. (2019). The Effect of Compensation, Work Environment and Training on Employees' Performance of LP3I Jakarta Polytechnic. *International Journal of Innovative Science and Research Technology*. *Journal of Innovative Science and Research Technology*, 947–955.
- Aprilia, Z. A. & A. I. M. (2020). The Effect Of Organizational Culture, Work Motivation And Work Experience On Employee Performance. *American Journal of Humanities and Social Sciences Research*. *American Journal of Humanities and Social Sciences Research*, 68–73.
- Arifudin, O. (2019). The Effect of Compensation on Employee Performance at PT. Global Media (PT. GM) Bandung. *MEA Scientific Journal (Management, Economics, And Accounting)*, 184–190.
- Batubara, S. S. (2020). The Influence of Leadership Style on Employee Performance in the Procurement Department of PT Inalum (Persero). . *Liabilities (Journal of Accounting Education)*, 40–58.

- Cahya, A. D. , D. O. , and H. C. (2021). The Effect of Compensation and Work Discipline on the Performance of Warung Padang Upik Employees. *Economics and Digital Business Review*. *Economics and Digital Business Review*, 214–221.
- Dewi, C. I. S. S. , & W. I. M. A. (2016). The Effect of Work Stress and Work Motivation on Employee Performance at PT. Bank BPD Bali Ubud Branch. *E-Journal of Management of Udayana University*, 7583–7606.
- Dharmayasa, P. B. , and A. I. G. A. D. (2020). The effect of work stress, job satisfaction and financial compensation on employee performance. *E- Journal of Management*, 2915–2935.
- Fajri, C. , A. A. , Suworo. , S. (2022). The Effect of Job Satisfaction and Work Discipline on Employee Performance of PT Indonesia Applicad. *JIIPScientific Journal of Educational Sciences*, 369–373.
- Hasibuan, M. (2011). *Manajemen: Dasar, Pengertian, dan Masalah*. Bumi Aksara.
- Hendro, T. (2018). *The Effect of Compensation and Job Satisfaction on the Performance of Permanent Employees*. Cv. Karya Gemilang.
- Jufrizen, J. (2018). The role of work motivation in moderating the influence of compensation and work discipline on employee performance. *The National Conferences Management and Business (NCMAB)*, 405–424.
- Khair, H. (2019). The influence of Leadership and compensation on job satisfaction through work motivation. *Scientific Journal of Masters in Management*, 69–88.
- Mujanah, S. (2019). *Compensation Management*.
- Ngebu, W. D. , S. D. K. , S. M. (2018). The influence of competency and employee placement on employee satisfaction and performance. *E-Journal of Economics and Business*, 2555–2570.
- Prawira, I. G. A. G. Y. , and S. I. G. M. (2019). The role of job satisfaction mediates the influence of work stress on the performance of employees of the Fave Hotel Housekeeping Department. *E-Journal of Management*, 5060–5089.
- Prayekti, and R. M. F. A. (2022). The effect of job satisfaction, workload and work motivation on employee performance. *Management Development and Applied Research Journal*, 2654–4504.
- Purba, K. , and S. K. (2020). The Effects Analysis of Transformational Leadership, Work Motivation and Compensation on Employee Performance in PT. Sago Nauli.

- Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 1606–1617.
- Puspitawati, N. M. , & A. N. P. (2020). The Effect of Compensation on Work Stress and Employee Job Satisfaction. *Bakti Saraswati*, 112–119.
- Putra, I. K. A. D. , and S. I. G. B. H. (2019). The Influence of Leadership, Motivation, and Organizational Climate on Employee Performance at Warung Mina Peguyangan Denpasar. *E-Journal of Economics and Business*, Udayana University, 2918–1943.
- Rahayu, G. , & P. E. Y. (2019). The Effect of Compensation on Job Satisfaction of Employees of the HR & General Affairs Department of PT KAI Daerah Operasi 1 Jakarta. *Perspective*, 1–6.
- Rahyuda, K. (2019a). *Business Research Method (Base Of The Research Pyramid)*. CV. Sastra Utama.
- Rahyuda, K. (2019b). *Business Research Methods Revised Edition 2019*. Udayana University Press Rahyuda.
- Rini Astuti, and S. (2020). The Effect of Compensation and Motivation on Employee Performance at Pt. Tunas Jaya Utama. *Journal of Business Management: Management Science Research*, 1–10.
- Salsabilla, A. , and S. I. N. (2022). The effect of job satisfaction, work discipline and work motivation on employee performance. *Journal of National Education*, 137–146.
- Sandiartha, I. W. B. and S. I. G. M. (2020). The Effect of Work Stress on Employee Performance is Mediated by Job Satisfaction of Employees of the Graha Canti Semawang-Sanur Cooperative. *E-Journal of Management*. *E-Journal of Management*, 1899–1920.
- Sesi, N. P. A. I. , and S. I. G. M. (2020). The Role of Work Motivation Mediates the Influence of Career Development on the Performance of BPR Lestari Sasetan Denpasar Branch Employees. *E-Journal of Management*. *E-Journal of Management*, 2414–2433.
- Setiawan, L. A. D. , and R. Y. D. (2022). The Effect of Job Satisfaction and Work Motivation on Employee Performance of PT. Niti Karya Bersama. *Journal of Psychology and Treatment*, 25–35.
- Sudiardhita, K. I. R. , M. S. , H. B. , H. S. T. , and N. S. I. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance PT. Bank

XYZ (Persero) Tbk. Sudiardhita, K. I. R., Mukhtar, S., Hartono, B., Herlitha, Sariwulan, T., and Nikensari, S. I. , 1–14.

Suprpto, S. A. , & S. A. (2021). Effect of Leadership Style and Compensation on Employee Performance with Job Satisfaction as Intervening Variable (Study at Fatimah Islamic Hospital Banyuwangi). . IJMSIT, 28–34.

Suryadi., and K. (2022). The Effect of Job Satisfaction, Work Discipline and Work Ethic on Employee Performance of PT Keihin Indonesia. . Journal of Sharia Economics and Economics, 2599–3410.

Veriyani, R. , & P. A. P. (2018). The Effect of Compensation on Job Satisfaction in the Production Division of PT. Personal Soljer. Scientific MEA (Management, Economics, & Accounting), 1–14.

YEN, J.-Y. , C. H.-H. , & L. W.-C. (2018). The Impact of Compensation System on Job Satisfaction from the Perspective of Equity Theory. International Review of Management and Business Research, 777–786.



licensed under a  
**Creative Commons Attribution-ShareAlike 4.0 International License**