

# The Influence Of Compensation And Work Discipline On Employee Performance at PT Betawimas Cemerlang

*Compensation,  
Discipline and  
Performance*

**1473**

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## ABSTRACT

Performance includes the work results obtained by an employee when completing tasks in accordance with the responsibilities given to achieve company goals. Factors that influence a person's performance will of course be influenced by employee compensation and discipline because income is in the form of money or goods, either directly or indirectly. indirect, which is received by employees as compensation for their services to the company. Meanwhile, the level of employee discipline also has an impact on the individual's performance. This research aims to understand the impact of compensation and work discipline on the performance of PT employees. Betawimas Brilliant. The research method uses a survey method where the population in this study is PT Betawimas Cemerlang employees, totaling 40 people. Data processing and analysis techniques use the SPSS program. The results of this research state that compensation does not have a significant effect on employee performance, but work discipline has a significant effect on employee performance, as well as simultaneously stating that the results have a significant effect .

**Keywords:** Compensation, Incentives, Employee Performance

## INTRODUCTION

A company is an entity that operates in business activities, both in the provision of goods and services, where this organization grows through the profits it obtains . With the era of globalization and technological advances, companies are faced with demands to face competition in the market, both at the domestic and international levels. In order to be able to compete in this competitive situation, companies need to have a human resources team that has skills and high quality performance, which can drive business progress. Human resources are basically capital and have a crucial role in achieving company success. A company's successful achievements in the business world can be judged from its ability to manage its workforce. With efficient human resource management, companies can achieve their targets .

Performance is the result of qualitative and quantitative work carried out by employees in carrying out their duties in accordance with the responsibilities given to achieve company goals (Mangkunegara, 2012: 9). Providing compensation that is in line with the work responsibilities that have been carried out by employees is one way to improve their performance as a form of appreciation. Compensation refers to the income received by employees in the form of money or goods, whether given directly or indirectly, as compensation for the contribution of services they provide to the company. Providing motivation can be done in an effort to improve employee performance to encourage them to work more diligently. Discipline includes an individual's understanding and willingness to comply with all regulations set by the company, institution or organization, as well as applicable social norms (Hasibuan, 2012: 193 ). By providing compensation that is in line with the work carried out, providing motivation as encouragement, and fostering work discipline among employees, their performance can reach a higher optimal level.

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A number of researchers have carried out studies on the influence of compensation and work discipline on employee performance. The results of research conducted by Fauzi (2014) regarding "The Effect of Compensation on Employee Performance at PT. Trakindo Utama Samarinda", it can be concluded that compensation has a positive and significant influence on employee performance. Meanwhile, a study carried out by Handayani (2013) regarding "The Influence of Performance Measurement and Compensation Systems on Managerial Performance in Padang City 2 Manufacturing Companies", can be concluded that the performance measurement system has a positive and significant influence on manager performance, while compensation has no influence. significant positive impact on manager performance.

Compensation refers to the rewards given by employers to workers, either in the form of money or goods, either directly or indirectly . According to Mondy (2008), compensation refers to all rewards received by employees in exchange for the services they have provided. Employee performance greatly influences the development of a business. One way to improve employee performance is by providing rewards, both in the form of financial and non-financial compensation, that are appropriate and fair as recognition of the work achievements that have been carried out. Therefore, compensation must be managed carefully to ensure daily work morale remains high. Mondy (2008:4), compensation is divided into two categories, namely direct financial compensation involving salary/wages and bonuses, as well as indirect financial compensation, which includes other rewards that are not included in the category of direct financial compensation, such as various facilities and allowances. . Furthermore, one of the factors that has the potential to influence employee performance is work discipline. Work discipline is an aspect that needs to be instilled in every employee. Success in achieving company, employee and community goals depends greatly on the level of discipline . Good discipline indicates that employees have awareness and readiness to complete their tasks well (Hasibuan in Azwar, 2015). Several aspects that need to be implemented in work discipline involve things such as compliance with working hours, compliance with regulations, responsibility for work results, and optimal use of equipment.

One of the problems that occurs at PT. Betawimas Cemerlang is a lack of employee compliance with the SOPs that have been determined by the company. On this occasion the author tried to research the performance achievements of PT employees. Betawimas Cemerlang in its organizational activities certainly needs to carry out performance reviews periodically or within a certain period of time so that management can improve employee performance in a better direction.

In this research the author chose the following problem formulation: (1) How does compensation affect the performance of PT employees. Betawimas Brilliant? (2) How does work discipline influence the performance of PT. Betawimas Brilliant? (3) How does compensation & work discipline affect the performance of PT employees. Betawimas Brilliant?

Compensation refers to all forms of rewards received, both in physical and non-physical form. In the employment context, compensation includes all awards given to workers or employees for their contributions or results of work in the company, whether in the form of money or goods, either directly or indirectly. Compensation according to experts includes: according to Anwar Prabu Mangkunegara (2001:83) Compensation refers to something that is considered commensurate. In the context of human resources, monetary rewards are given to employees in recognition of the contributions they make (2004:75). Compensation is all types of rewards given to employees in exchange for the contributions they make to the company. According to Wibowo (2007:75) Compensation is a performance contract for the use of services or energy provided by an employee.

In general, various types or categories of compensation include the following:

Direct Financial Compensation. Specifically, this takes the form of salaries and wages (basic salary), performance payments, incentive payments (commissions, bonuses, stock

options and profit sharing), and deferred payments such as: pension funds, savings programs and share purchases)

Indirect Financial Compensation. This includes protection programs (health insurance, life insurance, employment insurance), overtime pay (holidays, national holidays, annual leave, maternity leave), all equipment such as vehicles, office parking.

Non-Financial Compensation. Namely the type of compensation in the form of work (interesting work, challenges, responsibilities, achievements), work environment (good guidelines, competent supervision, comfortable work environment)

Indicators in providing compensation for employees vary greatly. Hasibuan (2012:86) reveals that in general, compensation indicators include:

1. Salary is a reward in the form of money that employees receive every month as appreciation for the contributions they make.
2. Wages are rewards given directly to employees based on the number of hours they work.
3. Incentives are a form of financial reward that is directly given to employees who succeed in achieving or even exceeding predetermined performance standards.
4. Allowances are a form of compensation given to certain employees as a form of appreciation for the sacrifices they have made.
5. Facilities are equipment provided by an organization as support or support.

Work discipline includes a person's behavior and attitudes that reflect compliance, compliance, loyalty, orderliness and regularity with company or organization regulations as well as applicable social norms. Enforcing work discipline is an important aspect for company continuity. The presence of work discipline can ensure the maintenance of order and the smooth implementation of tasks in the company, thereby achieving optimal results. For employees, implementing work discipline has a positive effect on the work atmosphere, creates a pleasant work environment, and automatically increases motivation to carry out their duties with higher enthusiasm.

According to Rivai (2011), work discipline functions as a means used by managers to interact with employees, encourage them to change behavior, and as an effort to increase a person's awareness and readiness to comply with all company regulations. According to Hasibuan (2002), several elements that can influence the level of work discipline involve the following factors:

a. Goals And Capabilities

Goals and capabilities have an impact on employee discipline levels. The goals that must be achieved need to be stated firmly and must be a challenge that is appropriate to the employee's capabilities. This means that the tasks given to employees should be in line with the individual's abilities, so that they can work seriously and maintain discipline in carrying out their duties.

b. Leadership

The role of leadership is very significant in shaping the level of employee discipline, because leaders become examples and role models for their subordinates. A leader needs to show positive behavior so that his team members can follow. A leader cannot expect a good level of discipline from his subordinates if he himself is unable to show them an example of good disciplined behavior.

c. Remuneration

Rewards (salary and welfare facilities) have an impact on the level of employee discipline, because these rewards can create employee satisfaction and love for the company or job. The higher the employee's level of satisfaction and love for work, the better their level of discipline.

d. Justice

Justice has an important role in supporting the creation of employee discipline, because humans tend to have egos and the desire to be treated fairly like other people. By implementing good justice, it can promote positive discipline. Therefore, effective implementation of justice in every company is necessary so that the level of employee discipline can be optimal.

e. Firmness

Decisive decisions and actions from leaders will have an impact on the level of employee discipline in the company. Leaders need to be firm and brave, take punitive action in accordance with established rules against any employee who is not disciplined. The leadership's firm attitude in giving warnings and sanctions to employees who violate the rules will create good discipline within the company.

f. Penalty

Providing sanctions has a crucial role in maintaining employee discipline levels. The more severe the sanctions applied, the more afraid employees will feel about breaking company regulations. This will reduce undisciplined attitudes and behavior from employees.

Employee performance is an individual aspect that must carry out tasks and also behave in accordance with the work that has been given to him . According to Sutrisno (2016:172) Performance is the result of employee work which is evaluated based on quality, quantity, duration of working time, and collaboration in achieving the goals set by the organization. According to Fahmi (2017:188) Performance is the result of a process that is assessed and measured over a certain period of time, in accordance with previously determined provisions or agreements . According to Torang (2014: 74) performance is defined as the amount or quality of work results of individuals or groups of individuals in an organization when they carry out their main tasks and functions, by complying with the norms, standard operating procedures, criteria and measurements that have been determined or applies within the organization.

Factors that influence performance achievement involve ability and motivation, in accordance with the formulation of Anwar Prabu Mangkunegara (2014:13) which states that:

Human Performance = Ability x Motivation

Motivation = Atitude x Situation

Ability = Knowledge x Skill

Explanation:

1. Ability Factor (Ability). From a psychological point of view, ability (ability) can be divided into potential ability (IQ) and actual ability (Knowledge + skills). This means that leaders and employees who have an IQ above average (IQ 110-120), especially at the superior, very superior, talented and genius level, and are supported by education appropriate to their position, and are skilled in carrying out daily tasks. day, will be more likely to achieve optimal performance.

2. Motivation Factors (Motivation). Motivation can be explained as the attitude held by leaders and employees towards work situations in their organizational environment. Those who have a positive (pro) attitude towards the work situation tend to show a high level of work motivation, while those who have a negative (con) attitude towards the work situation tend to show a low level of work motivation. According to Anwar Prabu Mangkunegara (2014:14), performance is influenced by three factors:

1. Individual factors involve abilities and skills, historical background, and demographic characteristics.
2. Psychological factors include perception, attitude, personality, and motivational drives.
3. Organizational factors involve resources, leadership style, rewards, structure, and job design

Individual performance reflects the superior work of employees, both in terms of quality and quantity, in accordance with established work standards. The success of individual performance can be achieved with the support of individual attributes, work effort given, and assistance provided by the organization.

## METHODS

In this study, a survey method was used which involved taking samples from the population using a questionnaire as the main instrument for collecting data. The variables

studied are compensation (X1), work discipline, (X2) which is called the independent variable, and the employee performance variable (Y) is called the dependent variable. Through this method, the impact of independent variables such as compensation and discipline on the dependent variable, namely employee performance, will be explained.

According to Sugiyono (1997:57), it consists of objects or subjects with a certain number and characteristics, which are determined by the researcher to be investigated and conclusions drawn. In this research, the population is employees of PT. Betawimas Cemerlang, numbering 40 people. In this research, all members of the population are sampled & are called saturated samples.

This research applies data collection techniques through the use of questionnaires. According to Sugiyono (2013: 199) A questionnaire is a data collection method that is carried out by giving a collection of questions or written statements to respondents, who are then expected to provide answers or responses. Meanwhile, according to Arikunto (2006:151), a questionnaire is a written form used to obtain information from respondents in the form of reports about themselves or the knowledge they have. The measurements carried out in this research were a Likert scale. According to Mueller (1996:18) the Likert scale is used to assess the attitudes, views and perceptions of individuals or groups towards social phenomena, This scale usually has five categories from "very often to never" The five assessments are weighted as follows: Weight 5 gives a rating of "strongly agree", weight 4 gives a rating of "agree", weight 3 gives a rating of "somewhat agree", weight 2 gives a rating of "disagree", weight 1 gives a rating of "strongly don't agree".

## FINDING AND DISCUSSION

### Respondent Profile

Based on research results obtained from 40 respondents by distributing questionnaires. From the results of questionnaire collection, questionnaire distribution data was produced as follows:

Table 1 Respondents by Gender

Gender	Number of eople)	Percentage (%)
Man	12	30
Woman	28	70
Total	40	100

Source: *Questionnaire*

According to table 1 above, it is known that the respondents consisted of men and women with a percentage of men of 30% and women with a percentage of 70%.

Table 2. Respondents by Age

Age	Number of people)	Percentage ( % )
20-28 years old	18	45
29-40 years old	22	55
Total	40	100

Source: *Questionnaire*

Based on table 2 above, it can be seen that the majority of respondents were aged 20 to 28 years, namely 45%, respondents aged 29 to 40 years were 55%.

### Results of Data Management and Interpretation

#### Data Validity and Reliability Test

##### Compensation Variable Data Validity Test (Variable X1)

Based on data obtained from 40 questionnaires and analyzed using the SPSS program (Output Attached), there are 7 coefficients (7 questions). The results of the analysis using the SPSS Version 26 program are presented in the following table 3. Based on the data in table 3, from the results of the validity test it can be seen that all items (items) of the compensation variable (Variable X1) are declared valid because the significance value of the correlation coefficient is <0.05.

Table 3 Compensation Variable Data Validity Test Results

Question item number	Correlation coefficient	Significance	Information
1	0.721	0,000	Valid
2	0.800	0,000	Valid
3	0.837	0,000	Valid
4	0.789	0,000	Valid
5	0.817	0,000	Valid
6	0.763	0,000	Valid
7	0.795	0,000	Valid

Source: Questionnaire after processing with SPSS, 2021

**Validity Test of Work Discipline Variable Data (Variable X2)**

Table 4. Data Validity Test Results for Work Discipline Variables

Question item number	Correlation coefficient	Significance	Information
1	0.882	0,000	Valid
2	0.684	0,000	Valid
3	0.802	0,000	Valid
4	0.713	0,000	Valid
5	0.691	0,000	Valid
6	0.700	0,000	Valid
7	0.819	0,000	Valid

Source: Questionnaire after processing with SPSS, 2021

Based on the data in table 4, from the results of the validity test it can be seen that all items (items) of the work discipline variable (Variable X2) are declared valid because the significance value of the correlation coefficient is <0.05.

**Test the Validity of Employee Performance Variable Data (Variable Y)**

Table 5 Data Validity Test Results for Employee Performance Variables

Question item number	Correlation coefficient	Significance	Information
1	0.695	0,000	Valid
2	0.911	0,000	Valid
3	0.769	0,000	Valid
4	0.911	0,000	Valid
5	0.861	0,000	Valid
6	0.844	0,000	Valid
7	0.596	0,000	Valid
8	0.816	0,000	Valid

Source: Questionnaire after processing with SPSS, 2021

Based on the data in table 5, from the results of the validity test it can be seen that all employee performance variable items (Variable Y) are declared valid because the correlation coefficient significance value is <0.05.

**Multiple Linear Regression Analysis**

The multiple linear regression equation can be seen from the results of SPSS management from the coefficients table as follows:

Table 6. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
VIF 1 (Constant)	5,237	2,674			1,959	,058
Compensation	-.084	,055	-.111		-1,532	.134
Work Discipline	1,027	,083	,896		12,400	,000

Source: Questionnaire after processing with SPSS 2021

Based on the results of the analysis above, a simple regression equation is obtained as follows:  $\hat{Y} = 5,237 - 0.084 X_1 + 1.027 X_2$

In where:

$\hat{Y}$  = The predicted related variable, namely Employee Performance

$X_1$  = Independent variable, namely related to compensation

$X_2$  = Independent variable, namely related to Work Discipline

a = Constant

$b_1$  = Regression Coefficient of Variable X1

$b_2$  = Regression Coefficient of Variable X2

The explanation of the equation of the numbers above can be explained as follows:

A constant value of 5,237 means that if the variable X1 score is 0 and the variable X2 score is 0, then the performance score is 5,237 . The regression coefficient for variable employees will decrease by -0.084 score, and vice versa. The regression coefficient for variable

**Classic assumption test**

**Residual Normality Test**

The following are the results of residual normality test calculations with Kolmogorov – Smirnov based on SPSS:

Table 7. Hasil Output SPSS Uji Normalitas Residual

		Unstandardized Residual
N		40
Normal	Mean	0E-7
Parameters <sup>a,b</sup>	Std. Deviation	1.70892021
Most	Absolute	.138
Extreme	Positive	.099
Differences	Negative	-.138
Kolmogorov-Smirnov Z		.873
Asymp. Sig. (2-tailed)		.431

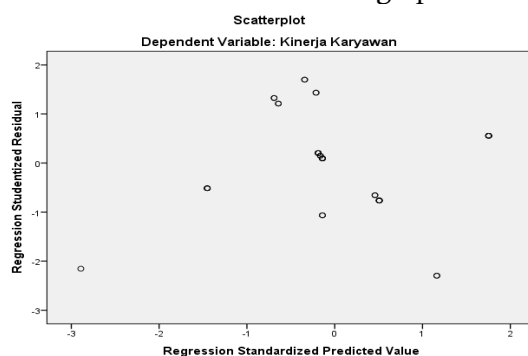
a. Test distribution is Normal.

b. Calculated from data.

Based on the output from the SPSS table above, it is known that the significance value is 0.431 > 0.05 normal residual.

**Multicollinearity Test** - The results of the multicollinearity test based on table 34 show that the VIF value of the compensation variable and the implementing work discipline variable is 1.002 < 10 and the implementing Tolerance value is 0.998 > 0.1, so there is no multicollinearity in the data.

**Heteroscedasticity Test** - Following are the results of the heteroscedasticity test calculation based on SPSS which can be seen in the graph below.



Source: Questionnaire after processing SPSS 2021

From the graph above, it is known that there is no clear pattern and the points are spread over the X axis, so it is said that there is no heteroscedasticity or homoscedasticity.

**Autocorrelation Test.** The following are the results of the autocorrelation test calculations in this research based on the SPSS program. From the table 7, it can be seen that the Watson durbin value is 2,535. This value will be compared with the dw table value at a significance of 0.05 and the amount of data (n) = 40, as well as the number of

independent variables (K=2), then you will get a dL of 1, 3908 and dU of 1.6000. The Watson Durbin value (2.535) < 1.3908 is located between 4- du = 2.4 and 4-dl = 2.6092 or 4 - du < dw < 4- dl meaning that the relationship cannot be broken or is not negative autocorrelation.

Table 7. SPSS Autocorrelation Test Output Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,913 <sup>a</sup>	,834	,825	1.75450	2,535

a. Predictors: (Constant), Work Discipline, Compensation

b. Dependent Variable: Employee Performance

Source: Questionnaire after SPSS processing, 2021

**Summary of Classic Regression Assumption Tests**

From the classic regression assumption tests that have been carried out, such as the residual normality test which shows that the residuals have a normal distribution, the multicollinearity test which shows there is no multicollinearity, and the heteroscedasticity test which shows that heteroscedasticity does not occur, and the auto correlation test cannot be broken or is not autocorrelated. negative, then the regression model can be said to be the Best Linear Unbrased Estimator (BLUE). Thus, the variables Compensation (X1) and Work Discipline (X2) can be interpreted to estimate the variable (Y) Employee Performance.

**Determination Coefficient Analysis Test (R<sup>2</sup>)**

Coefficient of determination analysis is used to determine the magnitude of the ability of the independent variables (X1) and (X2) in explaining variations in the dependent variable (Y). Based on table 36, the Adjusted R Square figure is 0.825, this shows that the ability to explain the independent variables, namely compensation and work discipline, to the employee performance variable (Y) is 82.5% and the remaining 17.5% is explained by other variables not carefully.

**Hypothesis test**

1. Partial Hypothesis (t test)

The t test is used to prove whether the partial influence of compensation variables (X1) and work discipline (X2) is significant or not on employee performance variables. Based on the  $\frac{0,05}{2}$  table, the calculated t value for variable, and H<sub>1</sub> is rejected

The calculated t value for the variable  $\frac{0,05}{2}$  accepted.

**Simultaneous Hypothesis Testing (F test)**

The F test is used to determine the significance (sig) or not of the influence of the independent variables X1 and X2 simultaneously on the dependent variable employee performance (Y).

Table 8. SPSS Output Results of Simultaneous Hypothesis Testing (F Test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	548,045	2	274,023	77,364	,000 <sup>b</sup>
Residual	131,055	37	3,542		
Total	679,100	39			

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Work Discipline, Compensation

Based on the table above, F count is 77.364 > F 0.05 (2.37) = 3.25 and the significance is 0.000 < 0.05, then the variables compensation (X1), work discipline (X2) simultaneously have a significant effect on employee performance (Y), and H3 is accepte

**Discussion**

Partial compensation on employee performance is not significant, H1 is rejected. Compensation policies usually only focus on the amount given to employees based on the provincial minimum wage policy. Compensation has not been used as a driver of performance by the company. This is because the company is relatively small. The



amount of compensation is quite adequate based on existing regulations, meaning it is quite appropriate and in accordance with the company's capabilities. Theoretically, the influence of compensation on employee performance is very large. High morale and employee loyalty, preventing unrest and work strikes.

Providing compensation based on skills in certain situations can improve employee performance, as explained by Warsidi (2004) who states that compensation has a positive and significant impact on performance. However, in this study the results are different, this is because the company policy does not yet use compensation as a driver of employee performance.

The impact of work discipline on employee performance has been tested through hypotheses, and its significance has been proven  $t_{0.000} < 0.05$ , so it can be interpreted that the work discipline variable (X2) partially has a significant effect on employee performance (Y), and  $H_2$  is accepted. Work discipline encourages employees to work in accordance with applicable regulations so that errors are reduced, accuracy increases and employee performance improves.

Based on the table above, the influence of compensation and work discipline on employee performance with  $F_{count} 77,364 > F_{0.05}(2.37) = 3.25$  and a significance of  $0.000 < 0.05$ , then the variable compensation (X1), work discipline (X2) simultaneously has a significant effect on employee performance (Y), and  $H_3$  is accepted. This illustrates the synergy between compensation and discipline to improve employee performance.

Employees who feel that their compensation is in line with their expectations will try to work well in accordance with the regulations implemented by the company. This fact causes them to be able to work with good discipline so that it has a significant effect on employee performance. This combination of compensation and work discipline causes synergy and simultaneously has a significant effect on employee performance.

## CONCLUSIONS

Based on the results of descriptive statistical analysis, it can be concluded that compensation (X1) and work discipline (X2) at PT. Betawimas Cemerlang is good, this is shown by the average compensation score of 3.6, and work discipline of 4.1. Then the level of employee performance is shown by an average score of 4.1.

Based on the results of the multiple linear regression analysis, the multiple linear regression equation obtained  $\hat{Y} = 5,237 + -0.084 X1 + 1,027 X2$ , the multicollinearity test shows that there is no multicollinearity, and the autocorrelation test shows that the relationship cannot be broken / is not autocorrelated, so the regression can be said to be the Best Linear Unbiased Estimator (BLUE). In this way, the compensation variable (X1) and work discipline variable (X2) can be used to estimate employee performance variables (Y) which have weaknesses. Based on the results of the coefficient of determination analysis test ( $R^2$ ), namely *Adjusted R Square* amounting to 0.825, this shows that the ability to explain the variable independent, namely leadership and work environment on performance variables employees (Y) amounted to 82.5% and the remaining 17.5% was explained by variables others are not careful.

Based on the results of partial hypothesis testing (t test), the calculated  $t_{\frac{0.05}{2}}$  value for variable So it can be interpreted that the compensation variable (X1) partially has an insignificant effect on employee performance (Y) and  $H_1$  is rejected. The calculated t value is  $12,400 > t_{\frac{0.05}{2};37} = 2.0261$  and the significance value of t is  $0.000 < 0.05$ , so it can be integrated that the work discipline variable (X2) partially has a significant effect on employee performance (Y) and  $H_2$  is accepted.

Based on the results of simultaneous hypothesis testing (F test), the significance and significance values were  $77.364 > f_{0.05}(2.37) = 3.258$ , significance  $0.0000 < 0.05$ , so the variables compensation (X1), work discipline (X2) simultaneously has a significant effect on employee performance (Y), and  $H_3$  is accepted.

The following are some suggestions that the author can express in this research: It is necessary to increase the amount of compensation given to employees, especially in the

form of more attractive bonuses and allowances , which can be adjusted to employee overtime hours. This aims to make employees more motivated and improve their performance.

Companies should impose stricter disciplinary rules to prevent employees who violate them from repeating the mistake. Improvements in work discipline need to be maintained and improved by introducing new methods that can improve employee performance to be more optimal.

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