

The Effect of Compensation and Job Satisfaction on Performance of Waste Transporters at the Environmental Service in Ternate City

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33

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ABSTRACT

Human Resources (HR) are assets that are very necessary for every organization in its efforts to achieve its goals. HR plays an important role in various organizational activities. Job satisfaction, which includes employee attitudes towards work, involves factors such as the work situation, cooperation between co-workers, acceptance of work challenges, and consideration of physical and psychological aspects. The aim of this research is to analyze the influence of compensation and job satisfaction on the performance of Waste Transporters at the Environmental Service. This research uses quantitative research methods using primary and secondary data. The sampling technique used was purposive sampling. Primary data was collected through questionnaires and interviews conducted with 102 research respondents. Secondary data sources include information from journals, books, and data obtained from the Ternate City Environmental Service. The research timeline starts from July 2023 to September 2023. The test results show that the job satisfaction variable has a negative and significant effect on labor performance. This suggests that addressing and increasing job satisfaction may be important for improving overall labor performance.

Keywords: Compensation, Job Satisfaction, Performance, Waste Transporter, Environment

ABSTRAK

Sumber Daya Manusia (SDM) merupakan aset yang sangat diperlukan bagi setiap organisasi dalam upaya mencapai tujuannya. SDM memegang peranan penting dalam berbagai aktivitas organisasi. Kepuasan kerja yang meliputi sikap pegawai terhadap pekerjaan melibatkan faktor-faktor seperti situasi kerja, kerjasama antar rekan kerja, penerimaan tantangan kerja, serta pertimbangan aspek fisik dan psikologis. Tujuan penelitian ini adalah untuk menganalisis pengaruh kompensasi dan kepuasan kerja terhadap kinerja pengangkut sampah pada Dinas Lingkungan Hidup. Penelitian ini menggunakan metode penelitian kuantitatif dengan menggunakan data primer dan sekunder. Teknik pengambilan sampel yang digunakan adalah purposive sampling. Data primer dikumpulkan melalui kuesioner dan wawancara yang dilakukan terhadap 102 responden penelitian. Sumber data sekunder antara lain informasi dari jurnal, buku, dan data yang diperoleh dari Dinas Lingkungan Hidup Kota Ternate. Timeline penelitian dimulai dari bulan Juli 2023 sampai dengan bulan September 2023. Hasil pengujian menunjukkan bahwa variabel kepuasan kerja berpengaruh negatif dan signifikan terhadap kinerja pekerja. Hal ini menunjukkan bahwa mengatasi dan meningkatkan kepuasan kerja mungkin penting untuk meningkatkan kinerja pekerja secara keseluruhan.

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INTRODUCTION

Human resources (HR) are crucial to be acquired by an organization in its endeavor to achieve company goals. HR represents a significant element in various carried-out activities. According to Hasibuan (2019) human resources play a pivotal role in determining the success or failure of an organization. Human resources are a dominant production factor compared to other elements such as capital, materials, and methods. As dynamic resources, humans hold a central position in controlling other organizational elements to attain company goals and success. Effective management of human resources is essential for the survival and progress of the organization. HR's role serves as the fundamental capital in shaping company goals. Without the active involvement of HR company activities would not function optimally. Humans assume an active and dominant role in all organizational activities, serving as planners, actors, and determinants of the realization of organizational goals. The quality management of HR is imperative for a company's success in achieving predetermined visions or targets. Human resources are unique in possessing reasoning abilities, desires, skills, knowledge, drive, and a work ethic. The success of a company significantly hinges on its ability to effectively manage its available resources (Hasibuan, 2020).

Performance poses a significant challenge in organizations or agencies. Satisfactory employee performance does not occur spontaneously; it requires a process, and ongoing evaluation is essential. According to Kasmir (2019), performance is the outcome of work and work behavior achieved in fulfilling tasks and responsibilities within a specified period. Rompas et al. (2018) define performance as the work results accomplished by an individual based on skills, effort, and opportunities. Performance is a combination of three important factors, namely the employee's abilities and interests, the superior's ability to delegate tasks, and the role and level of employee motivation. Higher values in these factors correlate with enhanced employee performance. Compensation is the remuneration provided by the company to acknowledge employees' contributions to achieving organizational goals. This can be seen as a reward for employee contributions to the company (Ihsan, 2019). Another perspective regarding compensation is that it includes all rewards that employees receive after carrying out their duties and responsibilities, which aim to advance the company's business as a whole. Compensation is not solely monetary or material but may also take the form of intangible benefits, such as holiday packages or additional leave. Calvin (2017) defines compensation as everything an employee receives as remuneration for their work.

According to Enny (2019) compensation can be defined as a form of reciprocal service provided to employees as an expression of appreciation for their contributions and work within the organization. This compensation may take the form of direct or indirect financial rewards, and the acknowledgment can also be indirect. As stated by Akbar et al. (2021), compensation encompasses all financial returns and benefits received by employees within the scope of their employment relationship. Sutrisno (2017) emphasizes that compensation holds a crucial role in Human Resource Management (HRM). Compensation is a reward that employees receive as recognition for the sacrifices they make for the company. This remuneration can be provided directly in the form of money or indirectly through various financial means from the company to its employees. According to Sutrisno (2019), job satisfaction refers to an employee's attitude towards work, encompassing aspects related to the work environment, collaboration among colleagues, rewards received, and factors involving both physical and psychological aspects. Handoko (2020) defines job satisfaction as employee satisfaction with work, which can be seen from their positive behavior towards work and their overall experience in the work environment. Prayogo (2019) further describes job satisfaction as a pleasant emotional attitude towards one's work, reflecting a sense of enjoyment and affection. Thus, it is very important to foster employee job satisfaction to increase work morale,

dedication, and discipline. The aim of this research is to analyze the influence of compensation and job satisfaction on the performance of Waste Transporters at the Environmental Service in Ternate City.

LITERATURE REVIEW

Performance represents the outcome of work and actions achieved by fulfilling tasks and responsibilities within a specified timeframe. Afandi (2021) posits that performance is the willingness of an individual or group to execute or enhance activities in alignment with their responsibilities, aiming for anticipated results. Bernardin & Russell (2020) define performance as a record of results obtained from specific job functions or activities over a designated period. Mangkunegara (2019) characterizes performance as the quality and quantity of work accomplished by an individual or employee in carrying out their duties according to assigned responsibilities. Kasmir (2019) emphasizes that performance indicators include quality, where performance measurement involves assessing the quality of work produced by a specific process. Quantity is another indicator, measured by evaluating the amount someone produces. Time is a critical factor, as certain types of work have designated time limits. Violation or non-compliance with punctuality may be an indication of poor performance. Conversely, timeliness refers to the ability to complete activities or achieve production results within the specified timeframe.

According to Hasibuan (2019), compensation encompasses all income in the form of money, whether direct or indirect, and goods received by employees as remuneration for services rendered to the company. Establishing an effective compensation system is a crucial component of Human Resources (HR) because it aids in attracting and retaining talented employees. Moreover, the company's compensation system has an impact on strategic performance. Chen & Fulmer (2018) state compensation is the packages an organization offers to workers in exchange for utilizing its workforce. Handoko (2014), compensation includes everything that employees receive as remuneration for their work. Compensation programs are vital for companies as they reflect the organization's efforts to retain human resources. Kadarisman (2014) defines compensation as what an employee receives as compensation for the work they have done. Characterize compensation as rewards given to employees who actively work, recognizing individual potential abilities or capacities, the burden of responsibility, and the results achieved in work performance (Didit & Nikmah, 2020). According to Sinambela (2016), general compensation indicators include wages, where wages are a pay basis often used for production and maintenance workers, generally related to hourly pay rates; salaries typically apply to annual, monthly, or weekly pay rates. Competence is defined as the ability needed to carry out work based on knowledge, skills, and work attitudes. Benefits include health and life insurance, pension programs, company-covered vacations, and other benefits related to employment relations. Facilities are generally related to amenities such as a company car.

Job satisfaction is an employee's attitude toward work, related to the work situation, cooperation between employees, rewards received at work, and factors involving physical and psychological aspects (Dalkrani & Dimitriadis, 2018). Employee job satisfaction must be cultivated effectively to enhance morale, dedication, and discipline. Job satisfaction concerns workers' positive attitudes, including feelings and behavior towards work, assessing one's work as a sense of appreciation in achieving important work values. Nuraini (2013) describes job satisfaction as the enjoyment derived from praise, work results, placement, treatment, equipment, and a positive work environment. Employees who prioritize job satisfaction may value their work over remuneration, even though remuneration remains important. Afandi (2018) identifies indicators of job satisfaction, such as the job itself, assessing whether the content of the work contains satisfying elements. Responsibility includes evaluating the payment received for the work, determining if it aligns with perceived needs and fairness. Supervisor refers to someone who consistently provides orders or instructions in carrying out work. Colleagues are individuals with whom one interacts during work, and a person may find their co-workers

either pleasant or unpleasant. Based on the problem formulation, theoretical basis, and framework of thought that have been put forward, the hypothesis proposed in this research is as follows:

H1: There is a significant effect of compensation on the performance of waste transport workers.

H2: There is a significant effect of job satisfaction on the performance of waste transport workers.

H3: There is a significant effect of compensation and job satisfaction on the performance of waste transport workers.

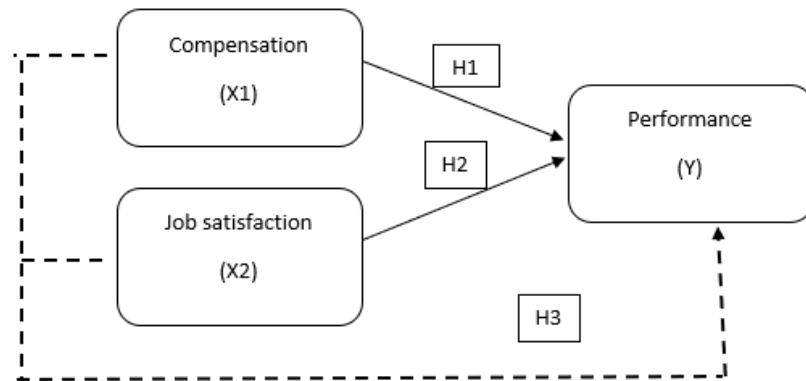


Figure 1. Research Framework

RESEARCH METHODS

This research uses quantitative research methods using primary and secondary data. The sampling technique used was purposive sampling, with calculations carried out using the Slovin formula. Primary data was collected through questionnaires and interviews conducted with 102 waste collection officers from the Ternate City Environmental Service, who were sampled from a population of 137 people. Secondary data sources include information from journals, books, and data obtained from the Ternate City Environmental Service. Research is concentrated at the Ternate City Environmental Service. The research timeline starts from July 2023 to September 2023. Data obtained from questionnaires and interviews are expected to produce valuable insights, while secondary data from literature and information from the Environmental Service provide a theoretical and contextual basis for this research. Data analysis in this research uses a multiple linear regression analysis model. This research focuses on waste transportation workers, with the aim of collecting information related to activities in an environmental context. The significance of this research lies in its comprehensive exploration of the factors that influence the performance and conditions of waste haulage workers.

RESULTS

The Environmental Service has the task of assisting the major in carrying out government affairs in the fields of environment, public works and spatial planning, solid waste and waste water, as well as the forestry sector which is the authority of the region and the task of assistance is delegated. The Environmental Service has the task of compiling and implementing regional policies in the field of environmental management and control to achieve sustainable and environmentally sound development. The research was conducted at the Environmental Service located in Mari Urubu, Central Ternate. In this research, the validity test is used to assess whether the research questionnaire is valid or not. A research questionnaire is said to be valid if the calculated R value exceeds the R table which confirms the validity of the statements in the research instrument. Meanwhile, the reliability test measures the consistency of a research questionnaire. A questionnaire is considered reliable if the Cronbach Alpha value exceeds 0.6.

Table 1. Validity and Reliability Test

Variable	Items	Corrected Item Total	Information	Cronbach's Alpha	Information
Labor Performance (Y)	Y.1	0.610	Valid	0.807	Reliable
	Y.2	0.557	Valid		
	Y.3	0.619	Valid		
	Y.4	0.681	Valid		
	Y.5	0.763	Valid		
	Y.6	0.684	Valid		
	Y.7	0.755	Valid		
	Y.8	0.553	Valid		
Compensation (X1)	X1.1	0.649	Valid	0.878	Reliable
	X1.2	0.772	Valid		
	X1.3	0.809	Valid		
	X1.4	0.757	Valid		
	X1.5	0.852	Valid		
	X1.6	0.545	Valid		
	X1.7	0.804	Valid		
	X1.8	0.707	Valid		
Job Satisfaction (X2)	X2.1	0.468	Valid	0.852	Reliable
	X2.2	0.811	Valid		
	X2.3	0.754	Valid		
	X2.4	0.756	Valid		
	X2.5	0.824	Valid		
	X2.6	0.765	Valid		
	X2.7	0.469	Valid		
	X2.8	0.601	Valid		
	X2.9	0.636	Valid		
	X2.10	0.635	Valid		
	X2.11	0.584	Valid		

Source: Data processed by researchers (2023)

The results of the validity test as presented in Table 1 show that the variables Job Satisfaction, Compensation and Labor Performance have validity at a significance level of 5%. Each statement has a value greater than 0.05 with an r table value of 0.156, which means each statement correlates with the total score and all are considered valid. The reliability test results show that all reliability coefficients (r) are greater than 0.6, thus confirming the reliability of all questionnaire items. In line with Singh's (2017) opinion that a statement is declared reliable if the Cronbach Alpha value exceeds 0.6, it can be said that all statements in this research questionnaire are reliable.

Therefore, a normality test was carried out using the Kolmogorov-Smirnov test to ensure whether the population data was normally distributed. The guideline for decision making for the Kolmogorov-Smirnov test is that if the Sig value or probability value (p) is less than 0.05, it is concluded that the population is not normally distributed. Conversely, if the Sig value exceeds 0.05 then the population is considered to be normally distributed.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test						
Normal Parameters ^{a, b}		Most Extreme Differences			Test Statistic	Asymp. Sig. (2-tailed)
Mean	Std. Deviation	Absolute	Positive	Negative		
0.0000000	5.69828825	0.157	0.157	-0.066	0.157	.200 ^c

Source: Data processed by researchers (2023)

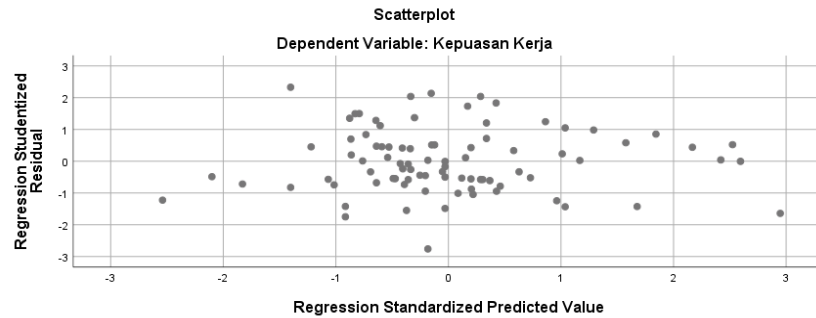
The results of the data normality test in Table 2 show that the residual significance level is 0.200, which is greater than 0.05. Consequently, it can be inferred that the research model exhibits a normal distribution. The primary objective of the multicollinearity test is to assess whether there is a correlation between independent variables in the regression model. Ideally, a well-constructed regression model should lack correlations between

independent variables. In testing multicollinearity, the Variance Inflation Factor (VIF) is utilized. The research data is considered free from multicollinearity when the variance inflation factor is <10 .

Table 3. Multicollinearity test

Model	Tolerance	VIF
Total_X1	0.997	1.003
Total_X2	0.997	1.003

Source: Data processed by researchers (2023)



Source: Data processed by researchers (2023)

Figure 1. Heteroscedasticity Test

The results of the multicollinearity test show that all tolerance values for the independent variables are greater than 0.1, and the Variance Inflation Factor (VIF) value is less than 10. These results indicate that there is no indication of collinearity between the independent variables in this study. Apart from that, the scatterplot analysis in Figure 1 shows that there is no clear pattern in the points spread above or below the number 0 on the Y axis. Thus, it can be concluded that there are no symptoms of heteroscedasticity in the research data.

Table 4. Regression Analysis Recapitulation

Hypothesis	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Compensation → Performance	0.711	0.055	0.785	12.957	0.000
Job Satisfaction → Performance	-0.107	0.034	-0.193	-3.186	0.002
(Constant)	13.731	2.198		6.247	0.000

Source: Data processed by researchers (2023)

The multiple linear regression equation presented in Table 4 shows a constant value of 13.731. This means that if compensation and job satisfaction are both zero, then labor performance is predicted to be 13,731. The compensation regression coefficient of 0.711 indicates a positive influence on labor performance. Therefore, it can be concluded that an increase in compensation of one unit is associated with an increase in labor performance of 0.711 assuming other independent variables remain constant. On the other hand, the job satisfaction regression coefficient of -0.107 indicates a significant negative influence on labor performance. Thus, it can be concluded that an increase in job satisfaction of one unit is associated with a decrease in labor performance of -0.107 assuming other independent variables remain constant.

From the multiple regression output, it can be seen that the t-count value for the compensation variable is 12.957 and for the job satisfaction variable is 3.186. This calculated t value is calculated at an alpha level of 0.05 with degrees of freedom (df) equal to $n-2$ ($102-2=100$). The t-table results obtained were 1.660. Regarding the compensation variable, the findings show that the t-count value of 12.957 is greater than the t-table value of 1.660. Moreover, the significance level is 0.000, which is less than 0.05. The result is that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_o) is rejected. This means that compensation has a partially positive and significant effect on job

satisfaction. The job satisfaction variable obtained a t-count value of -3.186 exceeding the t-table value of 1.660. The significance level is also 0.000, less than 0.05. Therefore, the alternative hypothesis (Ha) is accepted and the null hypothesis (Ho) is rejected. This shows that job satisfaction has a partially negative and significant effect on labor performance.

Furthermore, the F test was carried out to determine whether or not there was an influence of all independent variables on the dependent variable in this study simultaneously or concurrently. This analysis aims to ascertain whether there is a collective impact or not.

Table 5. Simultaneous Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	438.276	2	219.138	87.162	.000 ^b
Residual	248.901	99	2.514		
Total	687.176	101			

Source: Data processed by researchers (2023)

Table 6. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.799 ^a	0.638	0.630	1.58561

Source: Data processed by researchers (2023)

Based on the analysis results in Table 5, it shows that there is a simultaneous influence of the independent variable on the dependent variable, with a significance level of 0.000, which is less than 0.05. Therefore, it can be concluded that H3 is accepted. This means that compensation and job satisfaction simultaneously influence labor performance. Based on Table 6, the results of the R2 coefficient of determination test produce an R-Square value of 0.638. This shows that 64% of the variability in labor performance variables can be explained by compensation and job satisfaction variables, while the remaining 36% can be caused by other variables not included in this research.

DISCUSSION

The compensation variable exhibits a positive and significant effect on labor performance. This conclusion is drawn from the assessments or responses of worker respondents at the Ternate City Environmental Service, particularly based on the salary indicators. Workers express disagreement with the current compensation levels, indicating a need for an increase and enhanced attention to compensation. Additionally, respondents endorse the notion that compensation should be aligned with the worker's performance to ensure consistency in their work. The findings of this research align with studies conducted by Hardina et al., (2020) and Muhamad Arifin (2019), both of which identified a positive and significant impact of compensation variables on employee performance variables. It's noteworthy that compensation, which is not limited to monetary rewards but can also include non-monetary benefits like holiday packages or additional leave, has been recognized as a contributing factor to increased employee performance (Perkasa et al., 2019).

The relationship between compensation and employee performance is evident; optimal and well-administered compensation can guarantee better performance. Moreover, compensation is considered an acknowledgment and reward for employees' contributions to the company (Ihsan, 2019). As stated by Hasibuan (2019), it includes all income in the form of money or goods received by employees for services to the company. Enny (2019) defines compensation as a reciprocal service provided to employees, appreciating their contributions and work to the organization. This compensation can take the form of direct or indirect financial rewards, and the acknowledgment may also be indirect. Compensation represents remuneration by the company to employees for their contributions, assisting the company in achieving its overarching goals. Ali & Anwar

(2021) emphasize that compensation includes all rewards that employees receive after fulfilling their duties and responsibilities, which aim to advance the company's overall business goals. Based on the test results, it is evident that the job satisfaction variable exerts a negative and significant effect on labor performance. This inference is drawn from the assessments or responses of worker respondents at the Ternate City Environmental Service, particularly based on the work indicators. Another coworker indicator also reveals variations in responses.

The results of this research are in line with Fitri & Endratno (2021) who found that the job satisfaction variable partially has a negative and significant effect on employee performance. Job dissatisfaction is often linked to burnout, diminished employee commitment to the organization, and a lack of enthusiasm for self-improvement. Shaju & Subhashini (2017) assert that job satisfaction is an employee's attitude towards work, encompassing the work situation, cooperation between colleagues, rewards received at work, and factors involving both physical and psychological aspects. Handoko (2020) defines job satisfaction as the employee's happiness with their work, observable through their positive behavior towards work and their overall experience in the work environment.

The relationship between job satisfaction and performance is not easy to determine in which direction the causal relationship between these two variables is. However, based on this research, there is evidence that organizations with satisfied employees are more effective than organizations with less satisfied employees (Perkasa et al., 2019). One of the factors that influences performance is job satisfaction. As satisfaction increases, employee performance increases. The research results of Riyanto et al. (2021) show that the job satisfaction variable has a positive and significant effect on employee performance. Job satisfaction and employee performance have a relationship in that if motivation and facilities are provided well, employees feel satisfied, which can influence performance to be better or increase. Prayogo (2019), employee job satisfaction must be created as well as possible so that morale, dedication and discipline can increase. Based on the F test carried out, compensation and job satisfaction simultaneously have a significant effect on labor performance. This means that if workers' performance is to be improved, the variables of compensation and job satisfaction simultaneously need to be increased. To improve labor performance, companies must pay attention to providing compensation that is fair and in accordance with the workload given.

Labor performance can be improved by providing compensation because compensation is one of the factors that can improve employee work performance. Several things that can influence employee job satisfaction are compensation and job satisfaction, where the higher the compensation, the greater the job satisfaction and employee performance will increase. The provision of compensation to certain or all employees by the company has a positive impact and can provide benefits for both parties when an employee feels satisfied with the awards given by the company where he works, so that the employee has better work performance. According to Akbar et al. (2021), compensation is all forms of financial benefits and benefits obtained by employees as part of an employee relationship. According to Kasmir (2019), performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given over a certain period of time. Perkasa et al. (2019), the assessment of all independent variables which include compensation and job satisfaction on employee performance, where there is an influence of compensation and job satisfaction, has an influence on employee performance. This means that if the compensation given is in accordance with what they do, the worker will feel satisfied, thereby guaranteeing better performance. According to Ramli (2018) and Sudiardhita et al. (2018), compensation and job satisfaction variables have a positive and significant effect on employee performance. Thus, this is also in line with the results of each independent variable which includes compensation and job satisfaction with employee performance. This means that the three research variables are factors that can influence and determine the ups and downs in the performance of waste transport workers at the Ternate City Environmental Service.

CONCLUSION

The influence of compensation on the performance of waste transport workers indicates a positive and significant effect. This suggests that the compensation provided is effective in enhancing labor performance to a considerable extent. However, it is essential to bring to the attention of the Environmental Service that this work involves high risk, necessitating further consideration for increased compensation. The findings affirm the existence of a significant influence of compensation variables on the performance of waste transport workers at the Ternate City Environmental Service. Conversely, the partial test results for the influence of job satisfaction on labor performance reveal a negative and significant relationship. This could be attributed to less supportive or cohesive co-worker relationships, where assistance and unity may be lacking, leading to worker dissatisfaction. This underscores the impact of the job satisfaction variable on the performance of waste transport workers at the Ternate City Environmental Service. The results of the simultaneous test, examining the combined influence of compensation and job satisfaction on the worker's performance variable, indicate that when compensation and job satisfaction are addressed concurrently, labor performance is likely to increase. Thus, it can be concluded that there is a simultaneous influence of compensation and job satisfaction variables on labor performance at the Ternate City Environmental Service.

Based on the research findings and conclusions presented several recommendations for further consideration can be suggested. The Environmental Service should focus on enhancing compensation for waste transport workers. This includes aligning salaries with the assigned workload, ensuring that the monthly pay is sufficient to meet family needs, and providing necessary facilities such as shoes, coats, gloves and Personal Protective Equipment (PPE). Adjusting compensation to reflect the workload is crucial for fostering consistency in labor performance. When workers are content with their compensation, it positively influences their overall performance. The Environmental Service must be mindful of the high-risk nature of the work and consider further increases in compensation to maintain workforce satisfaction. In addition to compensation, efforts should be directed towards improving job satisfaction among waste transport workers. This can be achieved by creating comfortable working conditions, ensuring that the workplace is adequately equipped. Additionally, fostering positive working relationships between colleagues is essential, encouraging collaboration and effective teamwork. It's important to build a supportive environment where colleagues consistently support each other. Despite positive responses regarding comfort at work, it is noted that some workers still express dissatisfaction. This may be attributed to less supportive or united co-worker relationships. Therefore, initiatives to enhance job satisfaction are vital for sustaining a positive work environment. Furthermore, for future researchers, there is an opportunity to refine and expand upon the current study. Exploring additional variables that influence labor performance could add variability and enrich the reference base on this subject. Researchers suggest considering the non-physical work environment as a potential variable for exploration in future studies. This could provide valuable insights into factors affecting labor performance that extend beyond the immediate physical conditions of the workplace.

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