

The Effect Of Compensation On Employee Performance Through Work Motivation As An Intervening Variable In PT. Anugrah Energitama Award East Kalimantan

Original Article

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Received: 23 October 2025

Accepted: 29 October 2025

Published online: 29 October 2025

Abstract

This study aims to find out and analyze the effect of compensation on employee performance through work motivation as an intervening variable in PT. Anugrah Energitama Award. The sample used in this study is employees of PT. Anugrah Energitama Award with a sample of 120 employees. The problem in this study is motivated by the importance of compensation as an external factor that can encourage motivation and improve employee performance. This study uses a quantitative approach with a survey method. Data was obtained through the distribution of questionnaires to employees of PT. Anugrah Energitama Award and analyzed using SmartPLS-based Structural Equation Modeling (SEM) technique. The results of the study show that compensation has a positive and significant effect on work motivation, as well as a direct effect on employee performance. Work motivation also has a positive and significant effect on employee performance. In addition, work motivation has been shown to play a role as a partial intervening variable in the relationship between compensation and employee performance. This means that compensation not only has a direct effect, but also indirectly through increased work motivation. This finding provides the implication that the management of PT. Anugrah Energitama needs to continue to improve a fair and competitive compensation system in order to foster work motivation and encourage the achievement of optimal employee performance.

Keywords: Compensation, Work Motivation, Employee Performance, Intervening Variables.

1. Introduction

Human resource management is essential to achieve sustainable growth. Because the quality, skills, and performance of human resources have a direct impact on a company's efficiency, productivity, and innovation, it is important to find an efficient human resource management strategy to help the company grow consistently. Human resource management faces many challenges in the era of globalization because the business environment is undergoing rapid changes. Human resource management faces challenges in finding new ways to meet the needs of companies due to technological advancements, changing workforce demographics, and ever-changing market demands. Human resources play an important role in driving successful organizational change through various strategies and approaches. In today's era of fierce global competition, human resources are considered one of the most important components in maintaining a company's sustainability, public trust, and credibility.



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All organizations must strive to meet their goals by maximizing their work results by utilizing the resources they have while ensuring the long-term sustainability of the company. In other words, organizational performance is achieved when tasks or work are carried out efficiently and effectively while remaining relevant to the wishes of all stakeholders. By organizing change management processes, creating a culture of innovation, and developing digital talent in the workforce, strategic human resource management must align human resource practices with business strategies to achieve organizational goals. Strategic human resource management emphasizes the importance of vertical and horizontal alignment in human resource design. To be able to face the challenges of globalization, which is colored by increasingly fierce competition, Indonesia must prepare high-quality human resources to be able to anticipate all changes that may occur. The need for labor will increase as an organization grows, which means that management will become more complex, requiring human resource management. A company's human resources are highly dependent on how well workers perform a given task. Therefore, every business should think about how it can improve its human resources to drive the progress of its business. When it comes to the human resources approach, every organization, whether small or large, must be able to create a sense of security and employee satisfaction so that work can run smoothly. Good human resource management focuses on improving employee skills, knowledge, and competencies. This can be achieved through training, ongoing coaching, and proper compensation.

The oil palm plantation industry, which initially developed on the island of Sumatra, has now begun to penetrate other islands in Indonesia, such as Kalimantan, Sulawesi, and even Papua. The management of the oil palm plantation industry is generally managed by large companies, both state-owned enterprises, in this case PTPN, and private parties such as Sinar Mas Group, First Resources Group, Salim Ivomas Pratama Group, Palma Serasih Group, and many other private oil palm plantation companies that are granted HGU (Right to Use Business) permits in the use of state land. The oil palm plantation industry absorbs a lot of labor, both in terms of expertise and education level. The absorption of labor in this sector is indeed dominated by fields of work related to agriculture because the palm oil business starts from land clearing, planting, to palm fruit harvesting. However, other areas of expertise also contribute to every operational process of the company. The engineering field is one of the fields that has a huge contribution to the operational process of palm oil companies, where workers who have skills in the field of engineering are trusted to manage the company's assets, such as dump trucks, heavy equipment, generators, and vehicles. PT. Anugerah Energitama, a subsidiary of PT. Palma Serasih, Tbk, which was established in 2008, is one of the companies engaged in oil palm plantations in East Kutai Regency, East Kalimantan. PT. Anugerah Energitama itself is located in the area of Tepian Langsat Village, Bengalon District, East Kutai Regency, East Kalimantan Province, with a total planted area of approximately 18,000 hectares. A palm oil processing plant was also established in the same location with a capacity of 60 tons per hour. Based on the above research background, the research problems can be formulated as follows:

- a) Is there an effect of Compensation on the Work Motivation of PT. Anugrah Energitama Award?
- b) Is there an effect of Work Motivation on the Performance of PT. Anugrah Energitama Award?
- c) Is there an effect of Compensation on the Performance of PT. Anugrah Energitama Award?
- d) Is there an effect of Compensation on Employee Performance through PT. Anugrah Energitama Award?

2. Literature Review

2.1. Human Resource Management Concept

Management is the science that regulates how to use human resources and other resources effectively and efficiently to achieve certain goals. Every organization has goals that it wants to achieve effectively and efficiently, which is carried out by empowering the resources that the organization has. Basically, management elements are useful components to organize things to be organized or organized, so that we can implement each component well. In addition to capital, materials, machinery, methods, available markets, opportunities, and information, human resources consist of individuals who have the ability to run organizational operations (Kabul, E.R. 2024). To improve organizational performance, an innovation strategy in HR management is essential because it allows companies to adapt to changes in the business environment quickly (Taryono, T., Efendi, S., & Hasanudin, H., 2024). Of the various resources owned (humans, materials, capital, methods, and time), human resources are one of the factors that show potential competitive advantage in the organization, so this position places human resources to have an important role in achieving organizational goals and maintaining their existence in the face of competition. Because of the importance of human roles in the organization, it is necessary to carry out management and empowerment in utilizing and maintaining human resources to remain of high quality and competitiveness, which is called human resource management.

2.2. Compensation

Compensation is one of the factors that both directly and indirectly affect the high and low motivation and performance of employees; therefore, the provision of compensation must receive special attention from the agency so that employee performance is expected to continue to improve. Organizations that implement merit/compensation rewards systems seek to improve the performance of their employees by using a reward system that allows them to pay more for their work than they pay (Sari, A., Zamzam, F., & Syamsudin, H., 2020). Compensation is all forms of reward that a company gives as a reward to employees who have given their energy and thoughts as a contribution to realizing the company's goals in return for their work (Panando, W., Maliah, M., & Salmah, N.N., 2022). Compensation is something that an employee receives as a result of working for a company or organization. It can be in the form of salary, bonuses, incentives, and other benefits such as holiday, health, meal money, leave, and others. In a company, compensation is a very important factor. The compensation provided can be used to encourage employees in a company (Rismawati, D., Hadian, D., Manik, E., & Titi, T., 2021). Every organization and company will always strive to improve performance to achieve the company's goals. The success of an organization is greatly influenced by the individual performance of its employees. The company's goals depend not only on advanced equipment, facilities, and infrastructure, but also on the people who do the work. Compensation is an action of a company to provide facilities for its employees, in the form of salaries, bonuses, or gifts, which aims to motivate employees to have good performance (Shahab, K., & Sayydi, M., 2024). The company compensates its employees by providing salaries, bonuses, or rewards to encourage them to work well. Additional compensation is provided in accordance with the company's policy to each employee in an effort to improve the level of employee welfare. An effective compensation system must attract and retain strong employees.

2.3. Employee Performance

Employee performance is defined as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Amanda, F., & Putri, 2024). Performance is the number of employee activities that benefit or harm the company's goals (Wahyuni, P., & Maretasari, R., 2022). According to the above-mentioned understanding from various expert perspectives, employee performance is closely related to the company's results. Quality of work, quantity, and punctuality are all related. In addition to abilities and skills, employees' attitudes affect their performance. Company performance is the level of achievement of results in order to realize the company's goals. Not a few organizations do not have information about their performance, which is crucial to assess whether their performance process has achieved its goals or not. Performance is the result of the work or activities of individuals or groups in an organization, which are influenced by various factors to achieve organizational goals within a certain period of time (Guruh, M. 2019). Work performance or achievement, which is the result of work during a certain period compared to various possibilities, is defined as performance in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance shows how well they are performing activities in the organization and how well they are doing it. If employee performance is poor, planned activities may not go well, and the organization may fail to achieve its goals (Aceh, B., & Bakri, M.Z., 2024). Employee performance is defined as the level of a person's achievement or work output in relation to achievable goals or tasks that must be completed within a time that corresponds to his or her responsibilities. If employees put in a lot of effort to do a good job, they can do well. Therefore, employee performance should be an important part of company management because a decline in employee performance can negatively impact the overall performance of the organization (Febrianti, K.N., & Management, P.M., 2023).

2.4. Work Motivation

Work motivation is a behavior that encourages people to work and be passionate about achieving the best results. Work motivation is the basis of the development of government and private organizations because of the desire to achieve business goals collectively, systematically, and planned. A drive or drive that can increase enthusiasm and change a person's behavior for the better is known as work motivation (Sukmawati, A., & Fauziana, E., 2024). Motivation is a supporting or driving factor for a person to carry out certain activities according to their needs or desires (Lestari, D., Hartono, E., & Wibowo, S.N., 2022).

Motivation is a desire that arises in employees that causes enthusiasm or encouragement to work optimally to achieve goals (Handia, A.B. 2023). Motivation is defined as a change in energy in a person that is characterized by the appearance of feelings and preceded by a response to the existence of a goal. With goals and activities, a person has a strong motivation to achieve them with all the effort that can be made. A person's instructions and behavior at work determine work motivation. Motivation is a process that explains the intensity, direction, and perseverance shown by a person to achieve his or her goals (Masruroh, E., & Octaviani, I.S., 2024). Motivation is a psychological process that is indicated by the interaction between a person's attitudes, needs, perceptions, and decisions. Motivation is a desire that arises from within a person or individual because they are encouraged or inspired to carry out activities sincerely, happily, and earnestly so that the results are good and quality. Motivation is a stimulus of desire and a driving force of one's willingness to work because each motive has a specific goal to be achieved (Febrianti, K.N., & Management, P.M., 2023).

2.5. Conceptual Framework and Hypothesis

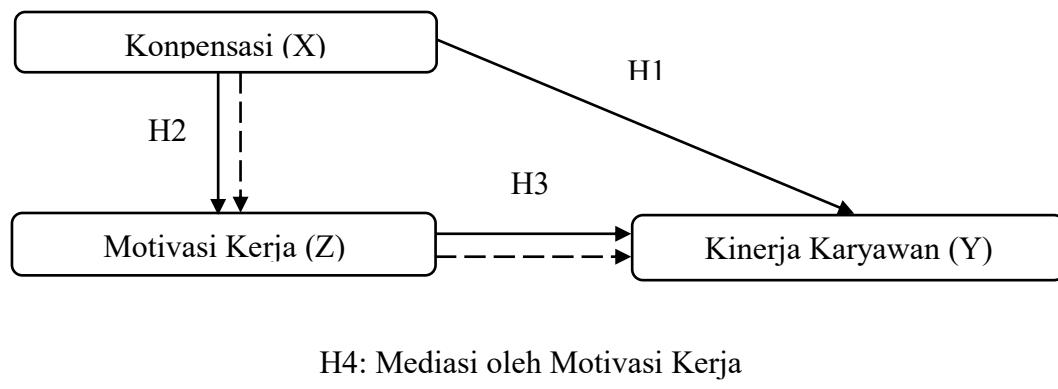


Figure 1. Conceptual Framework

Hypothesis:

- H1: Compensation (X) has a significant effect directly on Employee Performance (Y).
- H2: Compensation (X) has a significant effect directly on Work Motivation (Z).
- H3: Work Motivation (Z) has a significant effect directly on Employee Performance (Y).
- H4: Compensation (X) has a significant effect indirectly on Employee Performance (Y) through Work Motivation (Z) as an Intervening Variable.

3. Methods

Quantitative design focuses on collecting and analyzing numerical data to test theories or hypotheses. The research plan and structure guide the research process, which includes data collection and analysis. The research population is all employees of the workshop of PT. The Energitama Award, which totals 120 people. Because of the small population, all members of the population (respondents) were used as samples. Structural Equation Modeling (SEM) is a multivariate analysis method that can be used to see patterns of relationships between variables and their indicators, as well as measurement errors directly, to gain a better understanding of a model (Marcelia, E., Efendi, S., & Sugiono, E., 2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) is a multivariate analysis technique used to analyze the complex relationships between latent variables (constructs) and manifest variables (indicators).

4. Results and Discussion

Palma Serasih started from PT. Anugerah Bara Kaltim as a coal mining company in 1997 and is included in the 10 mining companies with the largest production rate. Since 2008, the management has diversified the palm oil business under the name PT. The Energitama Award, which focuses on the palm oil industry in the East Kalimantan region (East Kutai, Berau, and Kutai Kertanegara). On November 25, 2019, PT. Palma Serasih, Tbk was the first to list its shares on the Indonesia Stock Exchange. The total area of planted land to date is 35,000 ha, with a core plantation area of 25,457 ha and plasma of 8,316 ha. Meanwhile, the total workforce currently reaches 6,123 people spread across all subsidiary entities.

4.1. Characteristics of Respondents by Gender

Table 1. Characteristics of Respondents

No	Jenis Kelamin	Frekuensi	Persentase (%)
1	Pria	116	96,67%
2	Wanita	4	3,33%
	Jumlah	120	100%

Source: Data processed, 2025

Based on the information in the table above, it can be known the gender of the respondents of the workshop employees of PT. Anugerah Energitama in East Kalimantan is predominantly male, namely 116 employees or 96.67%, while the remaining 4 employees or 3.33% are female. From the data above, it can be concluded that the workshop employees who became more respondents were, on average, male, namely 116 employees or 96.67%.

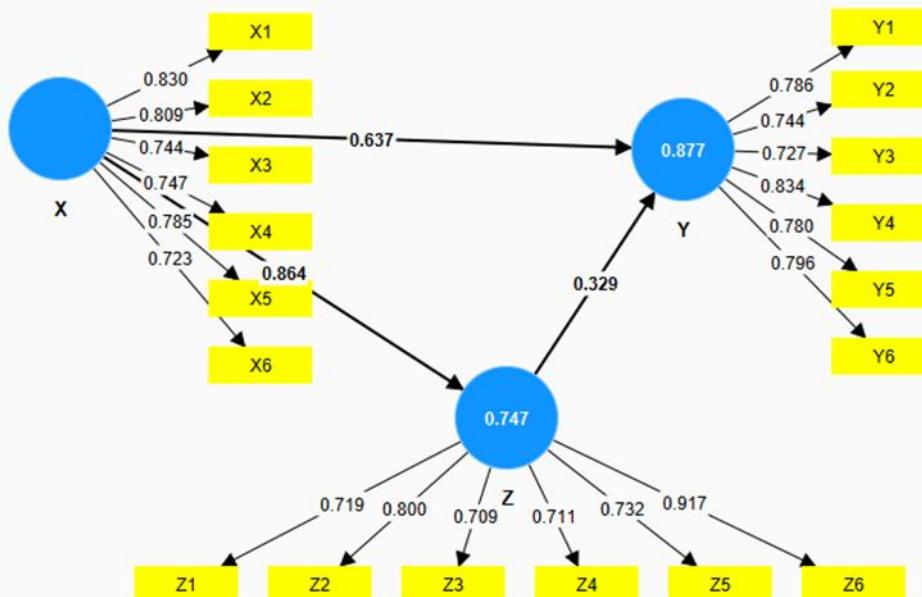


Figure 2. Model PLS

In PLS-SEM (SmartPLS), the determination coefficient is used to assess the strength of the structural model (inner model). The higher the R^2 value, the stronger the model relationship, but the R^2 value does not show significance; → should be tested with t-value and p-value tests. In PLS-SEM, R^2 is used in conjunction with Q^2 and f^2 to assess the feasibility of the model.

Table 2. Direct Impact Testing

	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (TO/STDEVI)	P-Values
X -> Y	0,637	0,636	0,067	9,551	0,000
X -> Z	0,864	0,867	0,023	37,847	0,000
Z -> Y	0,329	0,33	0,071	4,666	0,000

Source: Data processed

The results of the first hypothesis test showed that the relationship between the variable Compensation (X) and Employee Performance (Y) showed a path coefficient value of 0.637

with a calculated t-value of 9.551, which is greater than 2.01 and a p-value of 0.000 or less than 0.05. So it can be said that compensation has a positive and significant influence on employee performance at PT. Anugrah Energitama Award of East Kalimantan. In this study, hypothesis 1 was accepted because compensation has a positive and significant influence on employee performance. This result means that the better the compensation has an effect on improving the performance of PT. Anugrah Energitama Award of East Kalimantan. The results of the second hypothesis test showed that the relationship between the variable Compensation (X) and Work Motivation (Z) showed a path coefficient value of 0.864 with a calculated t-value of 37.847, which is greater than 2.01 and a p-value of 0.000 or less than 0.05. So it can be said that compensation has a positive and significant influence on work motivation at PT. Anugrah Energitama Award of East Kalimantan. In this study, hypothesis 2 is accepted because compensation has a positive and significant influence on work motivation. This result means that the better the compensation, it will be able to increase the work motivation of PT. Anugrah Energitama Award of East Kalimantan. The results of the third hypothesis test showed that the relationship between the variable work motivation (Z) and employee performance (Y) showed a path coefficient value of 0.329 with a calculated t-value of 4.666, which is greater than 2.01 and a p-value of 0.000 or less than 0.05. So it can be said that work motivation has a positive and significant influence on the performance of employees of PT. Anugrah Energitama Award of East Kalimantan. In this study, hypothesis 3 was accepted because work motivation has a positive and significant influence on employee performance. This result means that the greater the work motivation, the more it will improve the performance of PT. Anugrah Energitama Award of East Kalimantan.

Table 3. Indirect Influence Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X -> Z -> Y	0,284	0,286	0,061	4,636	0,000

The results of the fourth hypothesis test showed that the relationship of the Compensation variable (X) with employee performance through Work Motivation (Z) showed an indirect path coefficient value of 0.284 with a calculated t-value of 4.636, which means greater than 2.01 and a p-value of 0.000 or less than 0.05. This result means that Work motivation has a significant influence on mediating Compensation on employee performance, which means that hypothesis 4 is accepted. This shows that the performance of employees at PT. The East Kalimantan Energitama Award can be increased by good compensation supported by high work motivation felt by PT. Anugrah Energitama Award of East Kalimantan.

4.2. Discussion

The results of the path analysis using SmartPLS software in the first hypothesis test showed that the compensation variable had a significant positive influence on employee performance. This result is in line with research previously conducted by Feni Wulandari (2021), with the results of her research stating that compensation has a positive and significant effect on employee performance. In addition, in Robby Dharma's (2022) research, it was also stated that compensation variables were able to have a positive and significant influence on employee performance variables. The results of this study also show that the compensation obtained by employees is one of the influences on employee performance. Therefore, companies need to pay attention to this so that the compensation they get has an influence on employee performance in the future.

The results of the path analysis using SmartPLS software in the second hypothesis test showed that the compensation variable had a significant positive influence on work motivation. These results are in accordance with research previously conducted by Ahmad Rimal Romadhon (2023) that compensation can improve quality and quantity and provide enthusiasm in doing their work. This hypothesis is also supported by previous research by Siti Mustaqimah (2022) that compensation encourages a person to do their job better and has a positive and significant effect on work motivation. The results of this study also show that the better the compensation received, the better the work motivation for employees. Therefore, companies need to pay attention to this so that the compensation they get has an influence on employee performance in the future.

The results of the path analysis using SmartPLS software in the third hypothesis test showed that the work motivation variable had a significant positive influence on employee performance. This result is in line with research previously conducted by Zhakaria Juliansyah (2024), stating that work motivation has a significant effect on employee performance, where the motivation given directly is very effective in increasing awareness and behavior to move employees towards a goal. This hypothesis is also in line with previous research by Haniatul Mukaromah (2022) that motivation is able to produce, direct, and maintain human behavior to achieve goals and affect employee performance. The results of this study also show that the higher the work motivation felt by the company's employees, the higher their performance. The most important indicator of work motivation is to work according to standards and get what is wanted. From this, the company needs to improve standards to obtain the best employee performance.

Based on the results of the hypothesis test that has been carried out, it is shown that there is a significant influence of the compensation provided by the company, which can create positive work motivation, so as to be able to improve employee performance at PT. Anugrah Energitama Award of East Kalimantan. This means that good compensation for each employee can improve leadership style and create employee performance. These results are in line with research previously conducted by Robby Dharma (2020), that if employees view their compensation as inadequate, their work performance, motivation, and job satisfaction can drop dramatically, and they will experience increased work stress, which makes employees unmotivated to do their work. In addition, this hypothesis is also in line with previous research by Nurhikmah (2024) that compensation as a form of reward for the work that has been done certainly has a very important role in the organization. Fair financial compensation that is in line with the workload can serve as a motivational driver, but based on the findings of this study, it can be seen that the effect of compensation on employee performance is more direct.

5. Conclusion

This study was conducted to determine the effect of Compensation on Employee Performance through Work Motivation as an Intervening Variable at PT. Anugrah Energitama Award of East Kalimantan. Based on the research that has been carried out, the following conclusions are obtained:

- a) It is known that compensation can improve employee performance at PT. Anugrah Energitama East Kalimantan Award, so that the higher the compensation at PT. The Energitama East Kalimantan Award will further improve employee performance in working at PT. East Kalimantan Energitama Award
- b) It is known that compensation can increase motivation in PT. Anugrah Energitama East Kalimantan, so that the better the compensation provided by the company, the

more it will increase the work motivation of employees at PT. Anugrah Energitama Award of East Kalimantan.

- c) It is known that work motivation can improve employee performance at PT. Anugrah Energitama East Kalimantan, so that the better the work motivation, the more it will have an influence on improving employee performance.
- d) It is known that work motivation can improve employee performance through compensation at PT. Anugrah Energitama East Kalimantan, employee performance can be improved if employees get appreciation that increases their compensation and is supported by job placement according to their skills.

5.1. Suggestion

Based on the findings of this study, the researcher provides suggestions that are felt to be able to provide benefits to several parties. The researcher's suggestions are as follows:

- a) Companies should increase the form of compensation, not only in the form of basic salary, but also incentives, bonuses, and non-financial rewards (such as the best employee award or training), and management needs to pay attention to fairness and transparency in the provision of compensation, as this greatly affects employee motivation and satisfaction.
- b) For HR Development, it is to integrate motivation-building programs in compensation policies, such as performance-based awards or public recognition, and it is recommended that companies conduct regular evaluations of employee satisfaction with the compensation system to adjust to employee expectations and needs.
- c) For the next researcher, the research can be expanded by adding material related to compensation, employee performance, and work motivation to see comparisons with research in different sectors of the company (e.g., public sector or manufacturing industry).
- d) For Strategic Decision Making, the results of this research can be used as a basis for consideration in developing compensation strategies and developing long-term employee motivation to improve performance sustainably.

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