

The Effect of Compensation and Motivation on Employee Performance Through the Mediation of Job Satisfaction (Case Study on Savings and Loan Cooperatives in Karangasem Regency)

Pande Nyoman Santi Ardani¹, Ida Ayu Putu Widani Sugianingrat²,
Mirah Ayu Putri Trarintya³

Universitas Hindu Indonesia

E-mail: santiardani@gmail.com¹, widanidayu47@gmail.com², mirahayu@unhi.ac.id³

Abstract

This study aims to determine the effect of compensation on employee performance, determine the effect of motivation on employee performance, determine the effect of work compensation on job satisfaction, determine the effect of work motivation on employee job satisfaction, knowing the effect of job satisfaction on employee performance, knowing the effect of compensation on employee performance through the mediation of job satisfaction, and knowing the effect of motivation on employee performance through mediating job satisfaction at KSP in Karangasem Regency. Using a quantitative approach. Questionnaires that have been tested for validity and reliability are then analyzed using descriptive analysis and inferential analysis with Structural Equation Model-Partial Least Square analysis and produce results.

Keywords Compensation, motivation, job satisfaction and employee performance

INTRODUCTION

Cooperatives in Bali are experiencing very rapid development. The province of Bali has 8 regencies and 1 municipality, including Jembrana, Buleleng, Karangasem, Klungkung, Bangli, Badung, Gianyar, Tabanan and Denpasar cities. Karangasem Regency is one of the districts that has various types of cooperatives and experiences development every year. The number of cooperatives in each district experiences an unstable development every year. Especially in Karangasem district, the development of the number of cooperatives is very unstable every year, in 2017 the number of cooperatives was 307 units, in 2018 the number of cooperatives was 283 units, in 2019 the number of cooperatives was 213 units, in 2020 the number of cooperatives was 218 units, and in 2021 the number of cooperatives is 210 units. In Karangasem Regency, there are various types of cooperatives, one of which is a savings and loan cooperative (KSP). Based on the results of the initial observations made, it is known that each cooperative has a small number of employees, where in each cooperative the management of the cooperative is directly involved as the manager of the cooperative. With minimal managers, there are multiple positions in each cooperative, a work system that is not in accordance with the position, and is not in accordance with *the job description*. So that it can cause less than the maximum performance produced. In addition, several savings and loan cooperatives in Karangasem have not held RATs (annual member meetings) for the last 2 years, where these cooperatives admit that there are no costs that can be used to carry out RATs, this is because the cooperative's income has decreased which has resulted in the inability of the cooperative in conducting the annual member meeting (RAT). The data above shows that the performance of cooperatives has decreased every year. The decline in cooperative performance can be caused by decreased employee performance. The following



is employee performance data in several cooperatives related to the income targets that the author took in each sub-district during the 2021 Fiscal year, shown in the following table:

Table 1
KSP Employee Performance Data in Karangasem in 2021

NO	Cooperative Name	Subdistrict	Target	Realization
1	KSP Wiguna Treasure	Mangosteen	25,000,000	20,346,045
2	KSP Tapa Sari	Rendang	10,000,000	7,672,528
3	KSP Batu Agung	Strait	24,000,000	18,435,416
4	Sinar Artha Cooperative	Brother	14,000,000	8,254,848
5	KSP Darma Sedana	Karangasem	22,000,000	12,869,701
6	KSP Adhi Tama	Sidemen	35,000,000	25,149,360
7	KSP Likes Nadi	Burdendem	18,000,000	6,192,849
8	KSP Wana Giri	stronghold	30,000,000	9,387,939

Table 1 shows that the realization of income that has been set by cooperatives tends to decrease. the performance data of savings and loan cooperatives in each sub-district in Karangasem Regency from the table above can be seen there is a comparison of the performance results of each cooperative, the data above is taken by the author as a representative of performance data from 106 cooperatives in Karangasem district to 8 cooperatives where the data is taken one each cooperatives in each district. Judging from the data above, the initial observation that the author made a comparison of the results of cooperative performance was influenced by the results of the performance of cooperative employees. From the results of the initial interviews that the authors conducted, employee performance often declined. Based on the description of the background, the following problems can be formulated , how does compensation affect employee performance , how does motivation influence employee performance , how does work compensation influence job satisfaction , how does work motivation influence employee job satisfaction , how does job satisfaction affect employee performance , how does compensation influence employee performance through mediation of job satisfaction , and how does motivation influence employee performance through mediation of job satisfaction at KSP in Karangasem Regency.

METHOD

This study uses a quantitative approach, where the research population is all employees who work in savings and loan cooperatives in Karangasem Regency. KSP in Karangasem Regency with the object of research is the effect of compensation and motivation on employee performance through the mediation of job satisfaction . The data used is primary data distributing questionnaires (research questionnaires) to research objects and filled in directly by respondents and secondary data, namely data obtained based on the existing

population, namely 733 people where the entire population is all employees of savings and loan cooperatives in Karangasem district which will be used as a sample in this study based on the slovin formula the calculation obtained as many as 88 people. The number of respondents is considered to be representative which reflects the state of the population. Besides that, it was also obtained from previous research, literature, and journals related to the problem. The sampling technique was carried out by *stratified proportion sampling*. Questionnaires that have been tested for validity and reliability were given to 100 respondents . The data analysis method used is descriptive analysis and inferential analysis with *Structural Equation Model-Partial Least Square* (SEM-PLS) analysis.

RESULTS AND DISCUSSION

Hypothesis test

Hypothesis testing includes direct effects testing for hypotheses 1 to 5 and indirect effects testing for hypotheses 6 and 7. Hypothesis testing was carried out through a *t-statistic test* with an *alpha level* of 0.05 (5%) or *t-table* 1.96. If the value of *the t-statistic* > *t-table* (1.96), this means that the test results are significant, whereas if *the t-statistic* ≤ *t-table*, it means that the test is not significant. For the purposes of statistical testing, the data is shown in Table 5.13 as follows.

Table 2 Statistical Testing *Path* Analysis

<i>Path Coefficient Between Variables</i>	<i>Original Sample (O)</i>	<i>Sample Means (M)</i>	<i>STADEV standard deviation</i>	<i>T-Statistics</i>	<i>P Values</i>	<i>Criteria</i>
Compensation → Employee Performance	0.238	0.215	0.134	1,971	0.038	Significant
Motivation → Employee Performance	0.327	0.314	0.149	2,200	0.014	Significant
Compensation → Job Satisfaction	0.359	0.363	0.106	3,381	0.000	Significant
Motivation → Job Satisfaction	0.612	0.608	0.105	5,806	0.000	Significant



Satisfaction → Employee Performance	0.418	0.453	0.161	2,595	0.005	Significant
Satisfaction Compensation →→ Performance Employee	0.150	0.166	0.080	1,980	0.040	Significant
Motivation →Job satisfaction → Employee performance	0.256	0.274	0.108	2,363	0.009	Significant

Source: Data processed

Table 2 shows that:

- 1) Compensation has a positive effect of 0.238 on employee performance and the effect is significant at the 0.05 level because the t-statistic value = 1.971 is greater than 1.96. Based on this description, hypothesis 1 in the study, namely compensation has a positive and significant effect on employee performance at KSP in Karangasem Regency is accepted or proven true.
- 2) Motivation has a positive effect of 0.327 on employee performance and the effect is significant at the 0.05 level because the t-statistic value = 2.200 is greater than 1.96. Based on this description, hypothesis 2 in the study, namely motivation has a positive and significant effect on employee performance at KSP in Karangasem Regency is accepted or proven true.
- 3) Compensation has a positive effect of 0.359 on job satisfaction and the effect is significant at the 0.05 level because the t-statistic value = 3.381 is greater than 1.96. Based on this description, hypothesis 3 in the study, namely compensation has a positive and significant effect on job satisfaction at KSP in Karangasem Regency is accepted or proven true.
- 4) Motivation has a positive effect of 0.612 on job satisfaction and the effect is significant at the 0.05 level because the t-statistic value = 5.806 is greater than 1.96. Based on this description, hypothesis 4 in the study, namely motivation has a positive and significant effect on job satisfaction at KSP in Karangasem Regency is accepted or proven true.
- 5) Job satisfaction has a positive effect of 0.418 on employee performance and the effect is significant at the 0.05 level because the t-statistic value = 2.595 is greater than 1.96. Based on this description, hypothesis 5 in the study, namely job satisfaction has a positive and significant effect on employee performance at KSP in Karangasem Regency is accepted or proven true.

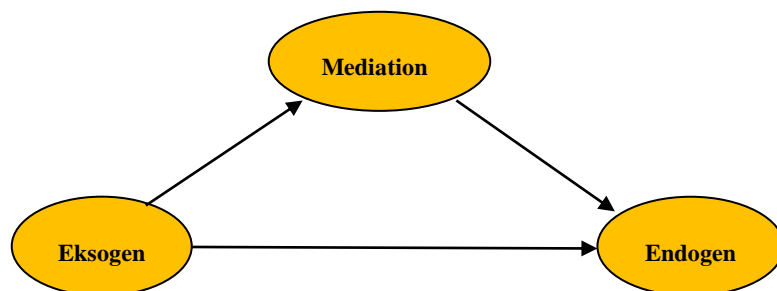
- 6) Compensation has a positive effect on employee performance mediated by job satisfaction of 0.150 and the effect is significant at the 0.05 level because the t-statistic value = 1.980 is greater than 1.96. Based on this description, hypothesis 6 in the study, namely job satisfaction plays a positive and significant role in mediating the effect of compensation on the performance of KSP employees in Karangasem Regency, is accepted or proven true.
- 7) Motivation has a positive effect on employee performance mediated by job satisfaction of 0.256 and the effect is significant at the 0.05 level because the t-statistic value = 2.363 is greater than 1.96. Based on this description, hypothesis 7 in the study, namely job satisfaction plays a positive and significant role in mediating the influence of motivation on the performance of KSP employees in Karangasem Regency, is accepted or proven true.

Mediation Effects Analysis

Testing the effect of mediation in analysis using PLS can use the procedure developed by Baron & Kenny (in Ghazali & Latan, 2015) with the following stages:

- 1) The first model tests the significance of the effect of exogenous variables on endogenous variables (c) at t-statistics > 1.96 .
- 2) The second model tests the significance of the effect of exogenous variables on the mediating variable (a) at t-statistics > 1.96 .
- 3) The third model tests the significance of the effect of the mediating variable on the endogenous variable (b) at the t-statistic > 1.96 .

The three points of the provisions above can be visualized with the following image in order to facilitate understanding.



If the effect of the exogenous variable on the endogenous variable (c) is not significant, the effect of the exogenous variable on the mediating variable (a) is significant and the effect of the mediating variable on the endogenous variable (b) is significant at t-statistics > 1.96 , then the mediating variable is proven to mediate the effect of the variable exogenous to endogenous (full mediating) variables. On the other hand, if the effect of the exogenous variable on the endogenous variable (c) is significant, the effect of the exogenous variable on the mediating variable (a) is significant and the effect of the mediating variable on the endogenous variable (b) is significant at t-statistics > 1.96 , then the mediating variable is not proven to mediate the effect of exogenous variables on endogenous variables (partially mediates). The following mediation test is carried out twice.



1. Testing of Job Satisfaction Mediation on the Effect of Compensation on Employee Performance.

Table 5.13 shows that the effect of the compensation variable on employee performance (c) is significant, $t = 1.971 > 1.96$. The effect of compensation variable on job satisfaction (a) is significant, $t = 3.381 > 1.96$. The effect of job satisfaction variable on employee performance (b) is also significant $t = 2.595 > 1.96$. Since a, b, and c are all significant, it can be concluded that job satisfaction does not fully mediate the effect of the compensation variable on employee performance.

2. Testing the Mediation of Job Satisfaction on the Influence of Motivation on Employee Performance.

In Table 5.13 it can be seen that the effect of the motivational variable on employee performance (c) is significant, $t = 2.200 > 1.96$. The effect of the motivation variable on job satisfaction (a) is significant, $t = 5.806 > 1.96$. The effect of job satisfaction variable on employee performance (b) is also significant $t = 2.595 > 1.96$. Since a, b, and c are all significant, it can be concluded that job satisfaction does not fully mediate the effect of motivational variables on employee performance.

The Influence of Compensation on Employee Performance of Savings and Loans Cooperatives in Karangasem Regency

Based on the results of the study indicate that compensation has a positive and significant effect on employee performance. Thus, H1 in this study is accepted. This can be seen from the test results which show that compensation has a positive effect of 0.238 on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is 1.971. Thus, in this study, employees in savings and loan cooperatives in Karangasem Regency generally get compensation with good criteria. Judging from the characteristics of the respondents through their dominant tenure working for more than 3 years, it is identified that employees feel that the compensation they receive is sufficient to meet their daily needs. This can be seen from the facts in the field that employees receive compensation in accordance with the job or *job description* received. In addition, KSP employees in Karangasem receive benefits in the form of health benefits.

The results of this analysis are in accordance with research conducted by Dhermawan, Sudibya & Utama (2012) which states that compensation for performance shows a positive and significant influence on the office environment of the Bali provincial public works office. This means that an increase in compensation will have an impact on improving the performance of its employees and vice versa if the compensation provided by the company to employees is less or not good, then the impact that occurs in the company is that employee performance will be low.

The Effect of Motivation on Employee Performance of Savings and Loans Cooperatives in Karangasem Regency

Based on the results of the study indicate that motivation has a positive and significant effect on employee performance. Thus, H2 in this study is accepted. This can be seen from

the test results which show that motivation has a positive effect of 0.327 on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 2.200. This means that the higher the work motivation of employees, the higher the performance of employees in savings and loan cooperatives in Karangasem Regency. Judging from the facts in the field, there is motivation among employees and the motivation given by the leadership is able to improve employee performance. The motivation given can be in the form of recognition for the work done.

The results of this analysis are in accordance with research conducted by Darmayanti, Bagia, and Suwendra (2014) which states that there is an influence between motivation on employee performance at regional drinking water companies (PDAMs) in Gianyar Regency.

The Effect of Compensation on Job Satisfaction of Savings and Loans Cooperative Employees in Karangasem Regency

Based on the results of the study indicate that compensation has a positive and significant effect on employee job satisfaction. Thus, H3 in this study is accepted. This can be seen from the test results which show that compensation has a positive effect of 0.359 on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is 3.381. In this study, savings and loan cooperative employees were generally satisfied with the compensation given. Employees feel that the amount of compensation given can meet their daily needs and in accordance with the work they receive. Judging from the characteristics of the respondents through salary and years of service, it is more dominant to get a salary of under 3 million with a working period of more than 3 years.

Research by (Purnamasari, 2013) shows that there is an influence between compensation on employee job satisfaction at PT. Eliza Parahyangan Garut Subbranch with. Research by (Retnongsih et al., 2016) shows that financial compensation variables affect employee job satisfaction and non-financial compensation affects employee job satisfaction at PT PLN (Persero) East Java Distribution Malang Area.

The Effect of Motivation on Cooperative Employee Job Satisfaction in Karangasem Regency

Based on the results of the study indicate that motivation has a positive and significant effect on employee job satisfaction. Thus, H4 in this study is accepted. This can be seen from the test results which show that motivation has a positive effect of 0.612 on employee satisfaction and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 5.806.

The Effect of Job Satisfaction on Employee Performance of Savings and Loans Cooperatives in Karangasem Regency

Based on the results of the study indicate that job satisfaction has a positive and significant effect on employee performance. Thus, H5 in this study is accepted. This can be



seen from the test results which show that job satisfaction has a positive effect of 0.418 on employee satisfaction and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is equal to 2.595. Thus, the results of this analysis provide information that the more satisfied employees are at work, the performance will increase.

In this study, the job satisfaction of savings and loan cooperative employees in Karangasem Regency is good. This can be seen from the facts on the ground that employees of savings and loan cooperatives in Karangasem Regency have attained a fairly high level of education and have a relatively long working period identifying that employees are able to complete work responsibly and feel comfortable and happy at work so that performance is maximized.

Research conducted by Syaifuddin (2017) *"analysis of the effect of individual characteristics, employee competency, and organizational climate on job satisfaction, and employee performance at a state-owned trading company in Indonesia"* states that job satisfaction can affect employee performance. As well as Carvalho, *et. al.* (2020) The results show that motivation has a significant positive effect on job satisfaction and employee job satisfaction performance.

The Influence of Compensation on Employee Performance Through Mediation of Job Satisfaction Employees of Savings and Loans Cooperatives in Karangasem Regency

Job satisfaction has a significant mediating role of 0.150 in the effect of compensation on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96 which is 1.980. Based on this description, H6 in this study is accepted. It can be interpreted that the higher the compensation given is able to increase employee job satisfaction, which will have an impact on employee performance. This can be seen from the fact that compensation is able to increase the satisfaction of employees of savings and loan cooperatives in Karangasem Regency with the work they do. This satisfaction has a real impact on the performance they do. Employees are happy to work more enthusiastically and actively so that they are able to complete and be responsible for the work given.

Research conducted (Syah, 2013; Kurniawan, et al., 2014) states that compensation has a positive and significant relationship with worker job satisfaction, where workers will feel satisfied when they receive compensation that is proportional to the sacrifices they give to the company. And Darma & Supriyanto (2017) *"the effect of compensation on satisfaction and employee performance of PT. Telekomunikasi Indonesia"* which states that job satisfaction mediates the effect of compensation on employee performance.

The Influence of Motivation on Employee Performance through Mediation of Job Satisfaction Employees of Savings and Loans Cooperatives in Karangasem Regency

Job satisfaction has a significant mediating role of 0.256 in the effect of compensation on employee performance and the relationship is significant at the 0.05 level because the t-statistic value is greater than 1.96, which is 2.363. Based on this description, H7 in this study

is accepted. It can be interpreted that the higher the motivation given will produce its own satisfaction for cooperative employees in Karangasem Regency so as to produce maximum performance.

The results of this analysis are consistent with the results of research conducted by Murti and Srimulyani (2013) regarding "the effect of motivation on employee performance with the mediating variable of job satisfaction at PDAM Madiun City" stating that motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance and job satisfaction. is a mediating variable between motivation and employee.

CONCLUSION

Based on the description and results of the research, it can be concluded as follows, 1) Compensation has a significant positive effect on employee performance. This means that the higher the compensation received by employees, it can significantly increase the performance of employees in savings and loan cooperatives in Karangasem Regency. 2) Motivation has a significant positive effect on employee performance. This means that the higher the motivation received by employees, it can significantly improve employee performance at savings and loan cooperatives in Karangasem Regency. 3) Compensation has a significant positive effect on job satisfaction. This means that the higher the compensation received by employees, it can significantly increase employee satisfaction at savings and loan cooperatives in Karangasem Regency. 4) Motivation has a significant positive effect on job satisfaction. This means that the higher the motivation received by employees, it can significantly increase employee satisfaction in savings and loan cooperatives in Karangasem Regency. 5) Job satisfaction has a significant positive effect on job satisfaction. This means that the higher the job satisfaction felt by employees, the performance of employees in savings and loan cooperatives in Karangasem Regency can significantly increase. 6) Job satisfaction does not fully mediate the effect of compensation on employee performance. This means that compensation can improve employee performance, either indirectly or directly without going through job satisfaction and 7) Job satisfaction does not fully mediate the effect of motivation on employee performance. This means that motivation can improve employee performance, either indirectly or directly without going through job satisfaction. Furthermore, it can also be conveyed in this research, namely, to be able to maintain high employee performance achievements, the management of the cooperative should maintain, if necessary, increase compensation, benefits and insurance received by employees in accordance with the work received by employees, to be able to maintain high employee performance achievements should the management of the cooperative maintains, if necessary, increases motivation in the form of praise and rewards to employees who have excellent performance. So that in this way employees will be more enthusiastic about completing their work and to be able to maintain high employee performance achievements, the management of the cooperative should try to achieve employee job satisfaction by providing comfortable facilities, a comfortable work environment, and trying to increase



compensation and motivation. So that if employees are satisfied, their performance will increase and produce excellent performance.

REFERENCES

- A.A. Anwar Prabu Mangkunegara, 2004. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung PT. Remaja Rosdakarya Ashar. 2001. *Psikologi Industri dan Organisasi*, Edisi 2, Universitas Indonesia Jakarta.
- A.H. Maslow, Frederick Herzberg, dan David McClelland. (2014). *Job Satisfaction Theory*. Harvard Bussiness Press
- Akbar, D. R. (2014). Pengaruh Kemampuan , Motivasi Dan Kepuasan Kerja Terhadap Kinerja Pegawai Negeri Sipil Di Lingkungan Kecamatan Tambaksari Surabaya, *Jurnal Kebijakan dan Manajemen Publik*, Volume 02, Nomor 1, Fakultas Ilmu Administrasi Universitas Airlangga Surabaya.
- Akmal, Zaldy. A.Rahman Lubis, Mukhlis Yunus.(2014) . Pengaruh Kompensasi terhadap Motivasi dan Disiplin serta dampaknya pada Kinerja Karyawan Sekretariat Daerah Aceh. Laporan Penelitian. Unsyiah. PPS. Aceh.
- Anyim dan Chidi. 2012. "Motivation and Employees Performance in the Public and Private Sectors in Nigeria. *International Journal of Business Administration*.Volume 3 No. 1 Januari 2012.Nigeria : University of Lagos.
- As'ad, Mohamad.,(2001). *Kepemimpinan Efektif dalam Perusahaan*, Suatu Pendekatan Psikologik, EdisiKedua, Yogyakarta : Liberty.
- Ayuningrum, Wirda. (2012). *Pengaruh Kompetensi Sumber Daya Manusia Terhadap Kinerja Karyawan di PT.PP. London Sumatra Tbk Medan*. Laporan Penelitian.
- Bernadin,H. John and Russel,Joice E.A (1999), *Human Recources Management*, International Edition,Singapore, McGrawhill Inc. hal. 379.
- Chandraningtyas, I., Musadieq, M. Al, & Utami, H. N. (2015). Pengaruh Kepuasan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Melalui Komitmen Organisasional (Studi Pada Karyawan Pt . Kusuma Karya Persada Yang Outsourcing Di Pt . Sasa Inti Probolinggo), 32–43. *Jurnal Profit*, Volume 06, Nomor 2, Fakultas Ilmu Administrasi Universitas Brawijaya Malang.
- Danang Sunyoto. 2015. *Penelitian Sumber Daya Manusia Teori, Kuesioner, Alat Statistik dan Contoh Riset*. Yogyakarta: Center Of Academic Publishing Service.
- Dwi Novianto, "Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja PT Galang Kreasi Sempurna", *Jurnal*, Volume 4, Nomer 6 (Surabaya: Sekolah Tinggi Ilmu Ekonomi Indonesia Surabaya, Juni 2015), 4.
- Ekaningsih. 2012. "Pengaruh Motivasi Kerja terhadap Kinerja dengan Persepsi Lingkungan Kerja sebagai Variabel Pemoderasi (Studi pada Satuan Polisi Pamong Praja Kota Surakarta)". *Jurnal Ilmu Sosial*. Volume 4 No.1 Surakarta : Sekolah Tinggi Ilmu Ekonomi Bulungan Tarakan.
- Handoko, T. Hani, 2004. *Manajemen Personaliala Dan Sumber Daya Manusia*, Edisi Kedua. BPFE, Yogyakarta. Hasibuan, Malayu S.P. 2011. *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.

- Henry. 2004. Manajemen Sumber Daya Manusia, Edisi Ketiga. Penerbit STIE YKPN, Yogyakarta.
- Indrawati, A. D. (2013). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan dan Kepuasan Pelanggan Pada Rumah Sakit Swasta di Kota Denpasar, 135–142. Jurnal Manajemen Strategi, dan Kewirausahaan, Volume 07, Nomor 2, Fakultas Ekonomi Universitas Udayana Bali.
- Kuswadi, 2004. Cara Mengukur Kepuasan Karyawan. PT. Elex Media Komputindo. Jakarta.
- Luthans, Fred. 2006. Perilaku Organisasi, Edisi Sepuluh. Penerbit Andi, Yogyakarta.
- Lumantow, R.Y., Tewal, B., & Lengkong, V. P. K. (2015). Pengaruh Motivasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Dimoderasi Oleh Masa Kerja Pada Pt . Deho Canning Company Bitung, 3(1), 717–726. Jurnal EMBA, Volume 03, Nomor 1, Fakultas Ekonomi dan Bisnis Universitas Sam Ratulangi Manado.
- Malayu S.P. Hasibuan. 2009. Manajemen Sumber Daya Manusia. Jakarta: PT Bumi Akasara, Cetakan ke-13/Edisi Revisi.
- Mangkunegara, A. 2005. Manajemen Sumber Daya Manusia Perusahaan. Bandung: PT Remaja Rosdakarya.
- Mangkunegara, Anwar Prabu. 2009. Manajemen Sumber Daya Manusia Perusahaan. Bandung : PT Remaja Rosdakarya Offset.
- Martoyo, Susilo. 2007. Manajemen Sumber Daya Manusia. Yogyakarta: BPFE Yogyakarta.
- Maryanto, Singgih. 2004. Pengaruh Motivasi Kerja dan Imbalan Terhadap Kepuasan Kerja Karyawan. (Studi Empiris pada PT. Apac Inti Copora Bawen Semarang).
- Mathis L. Robert dan John Jackson. 2006. Human Resource Management. Jakarta : Salemba Empat.
- Mutiara S. 2002. Manajemen Sumber Daya Manusia, Ghalia Indonesia, Jakarta.
- Robbins. 2002. Perilaku Organisasi; Konsep Kontroversi Dan Aplikasi, Edisi Bahasa Indonesia, Prenhallindo, Jakarta.
- Sastrohadiwiryono, S. 1998. Pengembangan Sumber Daya Manusia. Jakarta: PT Rineka Cipta, Cetakan Kedua /Edisi Revisi.
- Robbins, Stephen, P Judge,
- Samsudin, H. Sadili. 2006. Manajemen Sumber Daya Manusia. Bandung: Pustaka Setia.
- Rifa'i, 2004. Manajemen Sumber Daya Manusia untuk Perusahaan, PT. Raja Grafindo Persada, Jakarta.
- Panggabean,
- Simamora, H. 2006. Manajemen Sumber Daya Manusia. Yogyakarta: STIE YKPN, Cetakan Kedua/ Edisi 3.
- Suardi. 2020. Pengaruh Kepuasan Kerja Terhadap Kinerja Pegawai. *Jurnal Menara Ekonomi*. Volume VI No. 1 ISSN : 2407-8565; E-ISSN: 2579-5295
- Sugiyono. 2012. Metode Penelitian Pendidikan Pendekatan Kuantitatif dan Kualitatif dan R&D. Bandung: Alfabeta, Cet Ke-12.
- Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung : Alfabeta



- Sunyoto Danang. 2012. Teori, Kuesioner, dan Analisis data Sumber Daya Manusia (Praktik Penelitian). Yogyakarta : CAPS.
- Suprayetno, Agus. Pengaruh Motivasi Kerja, Kepemimpinan, dan Budaya Organisasi dan Kepuasan Kerja Karyawan serta dampaknya pada Kinerja Perusahaan. *Jurnal Manajemen dan Kewirausahaan*, Vol. 10 No. 2 September 2008.
- Susanto. 2003. *Manajemen Tenaga Kerja Indonesia*. Jakarta: Bumi Aksara.
- Thimoty. 2007. *Perilaku Organisasi*. Jakarta: Salemba 4, Edisi ke-12.
- Vietzhal Rivai dan Ella J. Sagala. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: Rajawali Pers
- Widodo, Parwoto. 2007. Pengaruh Lingkungan Kerja pada Hubungan antara Kompensasi dan Kepemimpinan terhadap Kepuasan Kerja
- Wijaya, Iwan Kurnia. Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan CV. Bukit Sanomas. *Jurnal Agora*. Vol. 6 No. 2
- Yahya, Atmajawati. 2007. Pengaruh Variabel Kompensasi, Motivasi dan Kepuasan Kerja, Terhadap Keinginan Untuk Pindah Kerja Karyawan.
- Yasa, I Komang Dwi, Made Astrama. 2018. Pengaruh Kompensasi Terhadap Kinerja Karyawan Melalui Mediasi Kepuasan Kerja pada UD. Romo *Jewelry Manufacturer* di Gianyar. *Jurnal Forum Manajemen*. Vol 16 No. 1