

Employee Performance Engineering Based on Organizational Culture, Compensation and Motivation



Miftahul Trissandy Pratama¹, Gunadi², Umi Muawanah³

¹Master of Management, Postgraduate, Universitas Gajayana Malang

^{2,3} Master of Management Postgraduate Lecturer, Universitas Gajayana Malang

ABSTRACT: Employee performance is determined, among other things, by organizational culture, compensation and motivation. This research aims to examine the influence of organizational culture, compensation and motivation simultaneously or partially on employee performance at the regional public water company, Mojopahit Mojokerto, East Java, Indonesia. The research population was 124 employees of the Mojopahit Drinking Water Regional Public Company in Mojokerto. Meanwhile, 45 people were selected as research samples. Meanwhile, the sampling technique uses simple random sampling. Data collection uses a questionnaire that is distributed directly to respondents. The analysis tool uses multiple linear regression. Hypothesis testing uses the F test to prove the simultaneous influence of the independent variable on the dependent variable and the t test to prove the partial influence of the independent variable on the dependent variable. The research results concluded that organizational culture, compensation and motivation simultaneously or partially affect employee performance, but organizational culture variables have a stronger influence on employee performance than compensation and motivation variables.

KEYWORDS: Organizational culture, Compensation, Motivation and Employee Performance.

INTRODUCTION

Employee performance makes a major contribution to the company's success. Employees who perform optimally really help the company achieve its stated goals. They provide contributions in the form of innovative ideas, problem solving and company operations towards achieving targets. In this context, the contribution of human resources is very necessary for operational continuity and achieving company goals (Luthan, 2011).

In every company, the role of employees is a strategic component that supports the success of the organization in realizing short, medium and long term goals. Good HR governance is a necessity for improving employee performance so that they contribute optimally to improving the quality of goods and services. Because product quality, including service, determines the level of consumer satisfaction with the products produced, thus having an impact on the continuity of the Company's operations.

To achieve optimal performance, companies need to design good business governance so that employees are motivated to contribute to achieving company goals. Determining employee job descriptions must be clear and accompanied by measurable performance assessment parameters. However, there are still companies that experience problems related to employee performance that is less than optimal, especially if they are faced with a dense volume of tasks and require completion quickly. This phenomenon also occurs at the Regional Drinking Water Company of Mojokerto Regency, namely that employee performance is still not optimal and tends to stagnate even though the organizational governance mechanisms have been implemented according to the provisions.

Regarding the high or low performance of employees, there are various factors that influence it. These factors include motivation, competence, career path, leadership, salary and compensation, and work environment (Hanafi & Yohana, 2017; Hasibuan, 2022). Various research results show that compensation, including appropriate incentives, has a significant positive effect on employee performance (Syamsir, et al. 2018). This means that implementing appropriate and targeted compensation will stimulate increased employee performance. The research results of Wei Liu and Yaoping Liu (2021) and Wazirman et al. (2021) also shows that there is a positive and significant influence of providing incentives on employee performance. The more appropriate incentives are given to employees, the more their performance will increase.

Apart from compensation, work motivation is also an important factor that influences employee performance. Work motivation is a potential force--- internal and external encouragement--- that moves employees to carry out work to achieve organizational goals (Loor-Zambrano, et al., 2022). Research by Rivaldo (2021) and Hasibuan (2022) shows that work motivation has a significant positive effect on employee performance. This means that strengthening employee work motivation will cause their performance to

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increase. Conversely, the lower their work motivation, the lower their performance will be. Furthermore, the research results of Khatbeh, et al. (2020), shows that one of the internal factors that influences performance is work motivation, while external factors include compensation and career development programs implemented in the organization where you work.

Furthermore, organizational culture also influences employee performance. A strong and positive culture encourages employees to feel involved, contribute and collaborate with colleagues, as stated by Robbins and Judge (2017) and Dessler, 2020, that there are several variables that also influence employee performance including motivation, competence, career path, leadership, salary and compensation, organizational culture and organizational commitment.

Based on the explanation that has been described, the aim of the research is to prove the simultaneous influence of organizational culture, compensation and motivation on employee performance and to prove the partial influence of organizational culture, compensation and motivation on employee performance.

LITERATURE REVIEW AND HYPOTHESIS

Employee performance can be achieved due to various influencing variables. According to Anwar (2017), the factors that influence employee performance are divided into 2 groups, namely: (1) Internal factors, namely factors that are related to a person's nature, for example ability, work ethic and personality. (2). External factors are factors that influence a person's performance that come from the environment, such as colleagues, subordinates, leaders, work facilities and organizational climate. These values can come from organizational culture and work motivation. Organizational culture is a company's personality that grows by a value system that gives rise to norms regarding behavior that are reflected in the perceptions, attitudes and behavior of people in the organization, thus culture influences most aspects of organizational life. According to Robbins and Judge (2017) that optimally managed organizational culture as a management tool will encourage employees to behave positively, dedicatedly and productively. Cultural values are invisible, but are a force that drives productive work behavior.

Furthermore, compensation and motivation are parts that must be considered in human resource management so that employees behave in a contributive manner towards the company. Employee performance is a person's overall level of success in completing work according to established work standards (Simamora, 2014). Employee performance can be optimized through providing appropriate compensation Dessler (2012) and strengthening their motivation in carrying out their work (Robbins and Judge, 2017). If appropriate compensation is given to employees accompanied by strengthening work motivation, employee performance will also increase.

Based on the theoretical and empirical studies that have been described, the research hypothesis is formulated as follows:

H1: Organizational culture, compensation and motivation have a simultaneous effect on employee performance

The study of the influence of organizational culture, compensation, and motivation on employee performance has become an important subject in the fields of human resource management and organizational behavior. Organizational culture refers to the collection of values, norms, beliefs, attitudes, and behaviors held and practiced by members of an organization collectively. It reflects the organization's unique identity and forms the basis for how the organization operates, interacts, and makes decisions

A strong and positive culture can provide guidance and motivation for employees to achieve company goals. As stated by Robbins and Judge (2017), a strong organizational culture can improve employee performance. Furthermore, Luthan (2011) also stated that organizational culture has a significant impact on employee performance, motivation and adaptation to organizational change. If employees see that the values and systems of meaning contained in an organizational culture are values and systems of meaning that are valuable in carrying out their work, they will become the basis for carrying out their work optimally.

This behavioral support will be the basis of a person's willingness to do a job. A conducive and pleasant organizational culture can be a force capable of directing employee behavior towards achieving organizational goals. The results of research conducted by Sugeng (2018) empirically prove that organizational culture significantly influences employee performance.

Based on the theoretical and empirical studies that have been described, the research hypothesis is formulated as follows.

H2: Organizational culture has a significant effect on employee performance

Compensation is an important variable to maintain and keep employees from leaving the company. According to Rivai (2013) compensation is something that employees receive as a replacement for their service contribution to the company. The aim of providing compensation is to meet employees' physical and psychological needs such as cooperative ties, job satisfaction, motivation, employee stability and discipline (Hasibuan, 2022).

There are two forms of compensation, namely financial and non-financial compensation. According to Simamora (2004) that financial compensation is important for employees because with this compensation they can meet their needs directly, especially physiological needs. However, of course employees also expect compensation in non-financial forms, especially for their career development. According to Hameed et.al (2014), compensation, whether in the form of salary, bonuses or certain awards, has been proven to improve employee performance. Meanwhile Sherly, et al. (2021) also proves that compensation has a positive effect on employee performance.

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Based on the theoretical and empirical studies that have been described, the research hypothesis is formulated as follows.

H3: Compensation has a significant effect on employee performance

Motivation is the driving force of an individual to act or do something with the aim of fulfilling certain needs, desires or goals. Motivation can be intrinsic or extrinsic (Robbins and Judge, 2017). Meanwhile, Luthans (2011) emphasized that motivation is a process that generates, provides directing energy, and supports behavior and performance.

According to Mathis and Jackson (2017), motivation is an impulse from within a person that causes a person to be willing to act. The relationship between motivation and employee performance according to Haider et.al (2012) states that motivation is a crucial thing that influences human behavior. Motivation is formed because of the needs, desires and encouragement to act to achieve goals. As individuals, employees will certainly try to fulfill their daily needs, one of which is through work. At work, a person will consciously set goals and try to fulfill them so that in turn he will try to make himself useful to the organization through optimal performance. Research by Sulaiman and Nawal Al-Sabri (2009) proves that work motivation has a significant effect on employee performance.

Based on the theoretical and empirical studies that have been described, the research hypothesis is formulated as follows.

H4: Employee work motivation has a significant effect on employee performance.

RESEARCH METHODS

This research uses an explanatory research approach, namely research that attempts to explain the relationship between variables through hypothesis testing (Singarimbun & Effendi, 2017). The research population was 124 employees of the Mojopahit Regional Drinking Water Company in Mojokerto, East Java, Indonesia. Meanwhile, 45 people were selected as research samples. The sampling technique uses simple random sampling.

The data collection method uses a questionnaire distributed to respondents. The instrument for measuring research variables uses a Likert scale with a variety of answers: strongly agree is given a score of 5; agree was given a score of 4; disagree given a score of 3; disagree given a score of 2; and strongly disagree was given a score of 1.

Before carrying out statistical tests, it is necessary to test data validity, data reliability and classic assumptions (multicollinearity, heteroscedasticity and normality). For data analysis, multiple linear regression is used, while hypothesis testing uses the p-value parameter, provided that if the significance value of the p-value is < 0.05 , it means the hypothesis is accepted, but if the significance value of the p-value is > 0.05 , it means the hypothesis is rejected.

RESULTS AND DISCUSSION

Results

Validity Test

Validity tests are carried out to determine whether or not the instruments used to measure research variables are valid or not. The measuring instrument is declared valid for a sample of 45 if the calculated r test result is ≥ 0.301 . The results of the validity test of the organizational culture, compensation, motivation and employee performance instruments show a value of $r_{table} = 0.301$, so it can be said that the research instrument is declared valid.

Reliability Test

Reliability refers to the understanding that a research instrument can be trusted as a data collection tool. To find out the reliability of a research instrument, you can look at the reliability coefficient value between 0 – 1. If the coefficient value is close to 1, the instrument is more reliable. The measure used to show that the statement is reliable if the Cronbach Alpha value is > 0.6 . Reliability test results for research variables are presented in the following table.

Table 1. Reliability Test Results

Variable	Alpha Cronbach	Findings
Organizational culture (X1)	0.887	Reliabel
Compensation (X2)	0.814	Reliabel
Motivation (X3)	0.891	Reliabel
Employee performance (Y)	0.837	Reliabel

Based on table 1, it can be seen that the reliability test for each research variable has a Cronbach Alpha value > 0.6 ; so it can be concluded that all variables are declared reliable.

Next, the classical assumption test is carried out. The results of the multicollinearity test aim to see the correlation between each variable. To detect multicollinearity, look at the Variance Inflation Factor (VIF) value; If the VIF value < 10 indicates there is no multicollinearity. The heteroscedasticity test aims to test whether in the regression model there is inequality in the residual variance from one observation to another. To determine heteroscedasticity, the scatterplot method is used. If the graph plot shows

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no clear pattern, then it is said that heteroscedasticity does not occur. Meanwhile, the normality test aims to assess the distribution of data in a group of data or variables, whether the data distribution is normally distributed or not. To test this, the Kolmogorof-Smirnov approach is used. If the value of asymp. sig (2-tailed) Kolmogorof-Smirnov model > 0.05 means the data is normally distributed. The results of the classical assumption test can be seen in the following table.

Table 2. Classic Assumption Test Results

Description	Test Equipment	Findings
Multicollinearity Test	<i>Variance Inflation Factor (VIF)</i> .	1.637
Heteroscedasticity Test	<i>Scatterplot</i>	Irregular image
Normality test	Kolmogorof-Smirnov	0.605

Based on table 2, it is known that the multicollinearity test shows a result of <10, this means that multicollinearity does not occur. Meanwhile, the results of the heteroscedasticity test show that the graph plot does not have a clear pattern, so it can be said that heteroscedasticity does not occur. Furthermore, the results of the normality test show that the alpha value is > 0.05, so it can be said that the data is normally distributed.

Statistical Test Results

Multiple linear regression analysis was carried out to determine whether there was an influence of organizational culture, compensation and motivation variables on employee performance. The following are the results of multiple linear regression analysis.

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	
	B	Std. Error
<i>Constant</i>)	-2.926	3.313
Organizational culture (X1)	0.459	0.093
Compensation (X2)	0.243	0.066
Motivation (X3)	0.086	0.076

Based on the results in table 3, the regression equation is prepared as follows: $Y = -2.926 + 0.459X_1 + 0.243X_2 + 0.086X_3 + e$

The constant value of 2,926 has a negative sign, meaning that if the independent variables (organizational culture, compensation and motivation) have a value of 0, then the dependent variable (employee performance) will experience a decline. A positive X1 regression coefficient of 0.459 means that if organizational culture improves, employee performance will also increase; A positive X2 regression coefficient of 0.243 means that if compensation is increased, employee performance will also increase; and a positive X3 regression coefficient of 0.086 means that if motivation increases, employee performance will also increase.

Hypothesis Testing

a. F Test

The F test was carried out to test the simultaneous influence of organizational culture, compensation and motivation variables on employee performance. The F results can be seen in the following table.

Table 4. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	135.635	3	45.212	31.236	.000 ^a
Residual	59.343	41	1.447		
Total	194.978	44			

In table 4 it is known that the F test results show that the sig. equal to $0.000 < 0.05$, so it can be stated that there is a simultaneous influence of organizational culture, compensation and motivation on employee performance.

b. t Test

The t test was carried out to test the partial influence of each organizational culture, compensation and motivation variable on employee performance variables. The t results can be seen in the following table.

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Table 5. t Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constan)	-	3.313		-	.382
Organizational culture	2.926	.093	.579	0.883	.000
Compentation	.459	.066	.333	4.915	.001
Motivation	.243	.076	.231	3.696	.003
	.086			2.138	

a. Dependent Variable Employee Performance

In table 5 it is known that the sig value. organizational culture variables = 0.000, compensation = 0.001 and motivation = 0.003 < 0.05, so it can be said that organizational culture, compensation and motivation partially have a positive and significant effect on the performance of employees of the Mojopahit regional public drinking water company in Mojokerto.

DISCUSSION

Organizational culture, compensation and motivation have a simultaneous influence on employee performance

The statistical test results show that the significance value of the influence of organizational culture, compensation and motivation variables on employee performance is $0.000 < 0.05$. The research results prove that organizational culture, compensation and motivation have a simultaneous effect on employee performance. This influence is positive, meaning that strengthening organizational culture, compensation and motivation can simultaneously improve employee performance. The results of this research are in line with the theory put forward by Robbins and Judge (2017) and Luthans (2011) that organizational culture, compensation and motivation influence employee performance simultaneously or partially. This can also be interpreted that the collaboration of a strong organizational culture, adequate compensation and strong motivation will improve the performance of employees of the Mojopahit regional public drinking water company in Mojokerto.

As is known, performance is the result of work achieved by employees in accordance with the standards set by the company. Employee performance needs to be maintained and even improved so that company performance also increases. To improve employee performance, among other things, by strengthening organizational culture, providing appropriate compensation and strengthening motivation. By strengthening organizational culture, employee work behavior will follow the norms that apply in the organization in order to increase their contribution to the company. Meanwhile, adequate compensation and strong motivation are needed to strengthen employees' attitudes that contributing to the company is a necessity that must be maintained in order to maintain the continuity and even development of the company. This argument is in accordance with the opinion of Robbins and Judge (2017) and Kadarisman (2012) that compensation for employees plays an important role in employee performance. Meanwhile, according to Sasongko (2019), employees who have high motivation at work will also produce high performance. Thus, simultaneously, these three factors influence each other. A positive organizational culture can increase employee motivation, while fair compensation can strengthen this drive. Conversely, if the organizational culture is less supportive or compensation is not commensurate with contributions, employee motivation can decrease, resulting in decreased performance.

Organizational culture influences employee performance

The statistical test results show that the significance value of the organizational culture variable on employee performance is $0.000 < 0.05$ and the standardized coefficients are 0.579. This result means that if organizational culture is strengthened, employee performance will also increase. The results of this research are in accordance with the theory put forward by Schein (2010) and Robbins and Judge (2017) that organizational culture influences employee performance.

Organizational culture is the values, principles, traditions and ways of working that are shared by members of an organization and influence the way they act. When employees understand the values that exist in their organization, it will influence how they perform. Organizational culture can vary in each organization, and its impact on employee performance can also vary. Therefore, organizations need to create an organizational culture that is appropriate to the company environment so that employee performance increases so that it benefits the organization. This explanation strengthens the research results of Sulistiawan et al. (2017) that organizational culture has been proven to have a significant effect on employee performance.

Furthermore, the results of this research also prove that organizational culture has a stronger influence on employee performance than compensation or motivation. This result can be seen from the results of statistical tests that the t value of the organizational culture variable is 4,915, while the compensation variable is 3,696 and motivation is 2,138. This means that optimizing employee performance at the Mojopahit regional public water company can be done by prioritizing strengthening organizational culture.

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Compensation influences employee performance

The statistical test results show that the significance value of the compensation variable on employee performance is $0.001 < 0.05$ and the standardized coefficients are 0.333. This result means that if more appropriate compensation is given to employees, their performance will also increase. The results of this research strengthen the research of Sherly, et al. (2021) that compensation has a positive effect on employee performance.

As is known, compensation is the main priority expected by employees working for a company. The appropriateness of the compensation provided by the company is certainly expected by employees to meet their needs. Compensation that is able to meet basic needs, especially self-development needs, is certainly an incentive for employees to work optimally.

Regarding the compensation received by employees, it has been proven to be able to encourage increased performance. Employees feel that the compensation they receive is sufficient to meet their basic needs, so they will be willing to contribute optimally to the company. This argument is in line with research by Hameed et.al (2014) and Mgamal and Al-Matari (2021) that the appropriateness of compensation has a positive and significant effect on employee performance. Employees will be increasingly motivated to work optimally to realize company goals, if the company pays attention to the appropriateness of compensation.

Motivation influences employee performance

The statistical test results show that the significance value of the work motivation variable on educator performance is $0.003 < 0.05$ and the standardized coefficients are 0.231. These results mean that strengthening motivation can encourage increased employee performance. The results of this study are in accordance with the opinion of Looor-Zambrano, et al. (2022) that without having high work motivation it is impossible for employees to be able to carry out their work duties and responsibilities well. Increasing intensive and consistent motivation for employees is a psychological encouragement for them to move to carry out their work optimally.

Work motivation is a psychological condition of a person who feels the need to carry out work to help achieve company goals. Employee work motivation can move them to carry out work according to established standards. Work motivation is a condition that moves employees to achieve work goals. For this reason, providing motivation that is appropriate and appropriate to employee needs must be maintained so that employees can produce performance in accordance with company standards. This explanation strengthens the results of Rivaldo's (2021) research that there is a positive and significant influence of work motivation on employee performance.

CONCLUSIONS

Employee performance is an important component for improving service quality at the Mojopahit regional public water company. Increased employee performance can be caused by a strong organizational culture, adequate compensation and strong motivation. The position of organizational culture, compensation and motivation as independent variables has been proven to have a significant positive effect simultaneously or partially on employee performance. When organizational culture is strengthened, providing appropriate compensation accompanied by strengthening motivation will have a positive impact on improving employee performance.

The role of organizational culture as an independent variable has a stronger influence on employee performance than compensation or motivation. For this reason, if the management of the Mojopahit regional public water company seeks to improve employee performance, it can prioritize strengthening organizational culture compared to increasing compensation and motivation.

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