

**THE INFLUENCE OF COMPENSATION AND MOTIVATION TOWARD JOB
PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE
STUDY IN BANK BPD DAERAH ISTIMEWA YOGYAKARTA SLEMAN BRANCH
OFFICE
A THESIS**



By:

RIZKA HESTY KURNIAWATI

Student Number: 14311633

**DEPARTEMENT OF MANAGEMENT
INTERNATIONAL PROGRAM
FACULTY OF ECONOMICS
UNIVERSITAS ISLAM INDONESIA**

YOGYAKARTA

2021

**THE INFLUENCE OF COMPENSATION AND MOTIVATION TOWARD JOB
PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE
STUDY IN BANK BPD DAERAH ISTIMEWA YOGYAKARTA SLEMAN BRANCH
OFFICE**

A BACHELOR DEGREE THESIS

**Presented to fulfill the requirements to obtain a bachelor's degree (Strata-1) at the Faculty
of Economics, Department of Management IP**

Universitas Islam Indonesia

Yogyakarta

By:

RIZKA HESTY KURNIAWATI

Student Number: 14311633

DEPARTEMENT OF MANAGEMENT

INTERNATIONAL PROGRAM

FACULTY OF ECONOMICS

UNIVERSITAS ISLAM INDONESIA

YOGYAKARTA

2021

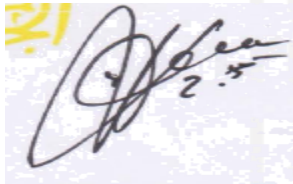
**THE INFLUENCE OF COMPENSATION AND MOTIVATION TOWARD JOB
PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE
STUDY IN BANK BPD DAERAH ISTIMEWA YOGYAKARTA SLEMAN BRANCH
OFFICE**

Written by

Rizka Hesty Kurniawati
Student Number : 14311633

Approved by

Content Advisor,



(Andriyastuti Suratman, SE., M.M.)

Language Advisor,



(Ruli Hapsari S.Pd., MA.)



Yogyakarta, 11th June 2021

Yogyakarta, 11th June 2021

**THE INFLUENCE OF COMPENSATION AND MOTIVATION TOWARD JOB
PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE
STUDY IN BANK BPD DAERAH ISTIMEWA YOGYAKARTA SLEMAN BRANCH
OFFICE**

A Bachelor Degree Thesis

By:

RIZKA HESTY KURNIAWATI

Student Number: 14311633

Defended before the Board of Examiners on 21st July 2021 and Declare Acceptable

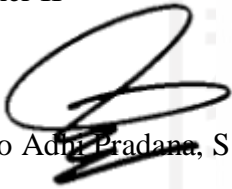
Board of Examiners

Examiner I



Andriyastuti Suratman, S.E., M.M.
Examiner II

July 21st, 2021



Handrio Adhi Pradana, S.E., M.Sc.

July 21st, 2021



Faculty of Economics
Yogyakarta, July 21st, 2021
Universitas Islam Indonesia

Dean



Prof. Dr. Jaka Srijana, S.E., M. St., Ph.D.

DECLARATION OF AUTHENTICITY

Bismillahirrohmanirrohim

The undersigned below,

Name : Rizka Hesty Kurniawati

NIM : 14311633

Is really a student of the Management IP Faculty of Economics, Universitas Islam Indonesia who has written a Scientific Writing (Final Project) in the form of a thesis with the title: **THE INFLUENCE OF COMPENSATION AND MOTIVATION TOWARD JOB PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE**

STUDY IN BANK BPD DAERAH ISTIMEWA YOGYAKARTA SLEMAN BRANCH OFFICE

This scientific work is submitted to the Board of Examiner in the Thesis Examination organized by the Departement of Management, Faculty of Economics, Universitas Islam Indonesia. In this regard, the author hereby declares:

1. That this scientific paper is really the work of the author herself who in her preparation is subject to and obedient to the rules, ethics and norms of writing a scientific paper in accordance with applicable regulations.
2. That the author guarantees that this scientific work is truly original, free from elements of "plagiarism of scientific work".
3. Whereas in principle the ownership of this scientific work belongs to the author, but for the sake of academic and developmental interests, I authorize the Library of Faculty of Economics, Universitas Islam Indonesia to use this paper.

Furthermore, related to the above, the researcher can receive administrative, academic, and even criminal sanctions, if the author is strongly and convincingly proven to have committed an act that deviates from the statement. The author will also be cooperative to attend, answer, prove,

and defend the author's rights and obligations in front of the assembly or team of the Faculty of Economics, Universitas Islam Indonesia.

Thus, this statement by the researcher is made in truth, in a physically and mentally healthy condition, consciously and without pressure in any form and by anyone.

Yogyakarta, 10th June 2021

Writer,



Rizka Hesty Kurniawati

MOTTO

“In a world that is changing so fast, the only strategy that is guaranteed to fail is not taking risks”

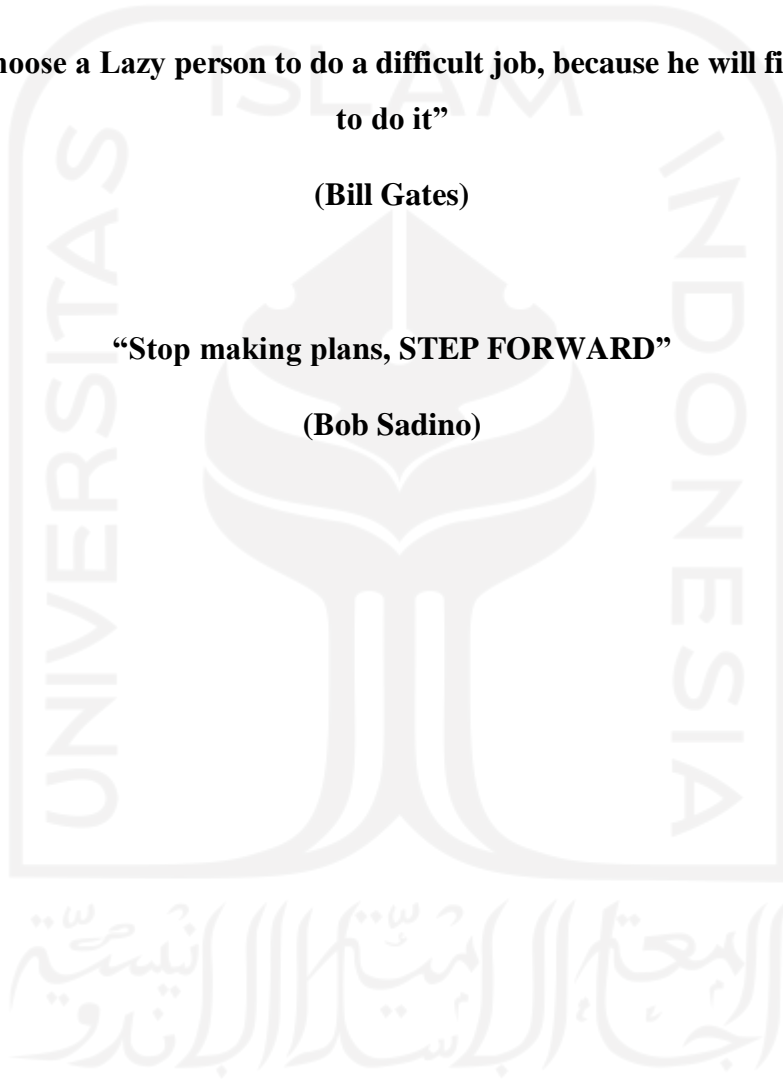
(Mark Zuckerberg)

“I will always choose a Lazy person to do a difficult job, because he will find an easy Way to do it”

(Bill Gates)

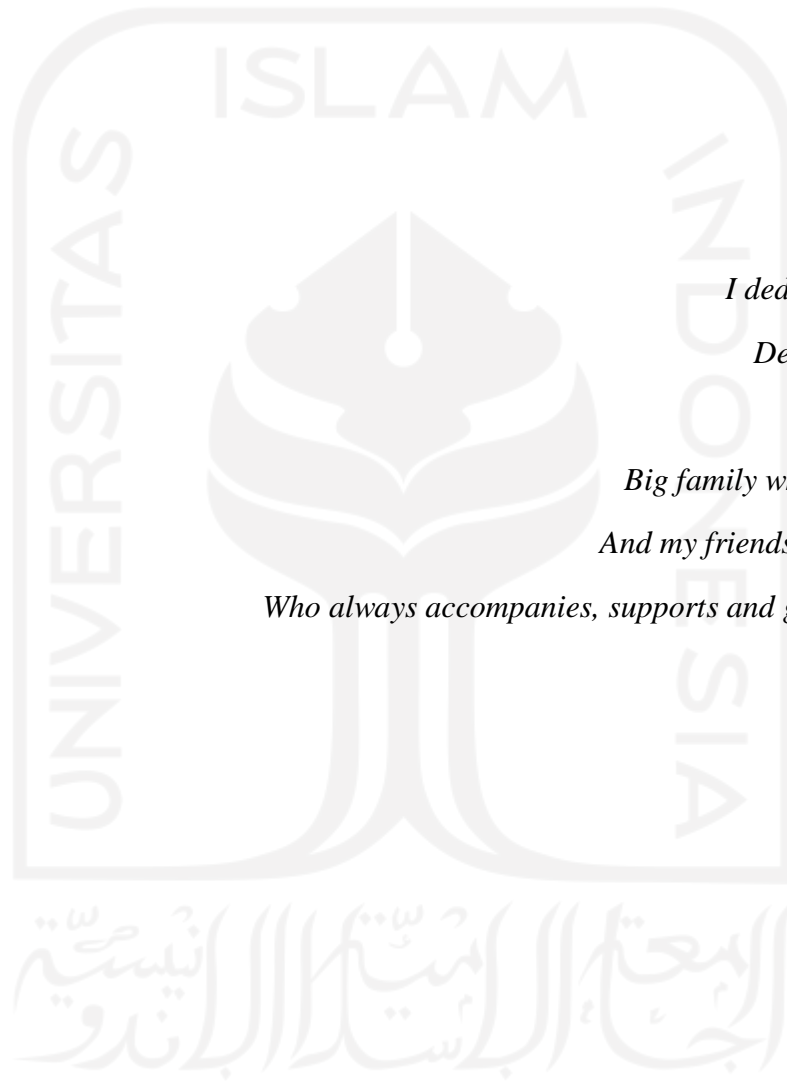
“Stop making plans, STEP FORWARD”

(Bob Sadino)



ACKNOWLEDGEMENTS

By the grace of Allah, the Most Gracious, the Most Merciful



*I dedicate this thesis to
Dear Mom and Dad,
My dear brothers,
Big family who always support
And my friends and companions,
Who always accompanies, supports and guides to be better*

Abstract

This study discusses how compensation, motivation, and job satisfaction affect employee performance in Bank BPD DIY, Sleman Branch Office. The purpose of this study is to examine and analyze the effect of compensation and motivation with the role of employee job satisfaction as a mediation affecting employee performance at Bank BPD DIY Sleman Branch Office. Random sampling technique was used with a total of 100 respondents who are employees at Bank BPD DIY Sleman Branch Office. The data analysis used multiple linear regression analysis with IBM SPSS version 21 as the analytical test tool. The research method used is a quantitative method by distributing questionnaires to employees.

The results of this study are (1) compensation has a positive and significant influence on job satisfaction (2) motivation has a positive and significant influence on job satisfaction (3) compensation has a positive and significant influence on job performance (4) motivation has a positive and significant influence on job performance (5) job satisfaction has a positive and significant influence on job performance (6) compensation has a positive influence on job performance through job satisfaction as the intervening variable (7) motivation has a positive influence on job performance through job satisfaction as the intervening variable.

Keywords: compensation, motivation, job satisfaction, job performance

Preface

Assalamu 'alaikum warahmatullahi wabarakatuh

Alhamdulillahirabbil'alamin, Praise and gratitude for all the blessings, mercy, grace and guidance that has been given by Allah SWT, the Most Gracious and Most Merciful, sholawat and greetings are always poured out to Prophet Muhammad SAW, his family, friends and followers until the end of time and also thanks to the prayers and support of people who are around the writer for completing the final project.

Alhamdulillah, the researcher prays to the presence of Allah SWT, for all His mercy, taufik and guidance, so that the writer can complete the thesis with the title of Final Project entitled: **THE INFLUENCE OF COMPENSATION AND MOTIVATION TOWARD JOB PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLE STUDY IN BANK BPD DAERAH ISTIMEWA YOGYAKARTA SLEMAN BRANCH OFFICE**

This program was prepared as one of the requirements for obtaining a bachelor's degree (Strata-1) at the Department of Management, Faculty of Economics, Universitas Islam Indonesia.

There are difficulties that the writer faced and went through on the way to completing the process of writing this Final Project which the author could not possibly complete by ownself. Thanks to the power and generosity of Allah SWT, this final project was completed by the writer. The completion of this Final Project is also thanks to the help of the advisor, family, and friends of the writer who provide prayers, support, sacrifice time, thoughts, energy and devote their knowledge and thoughts in helping the writer through every difficulty that exists.

For this reason, allow me to express my gratitude to those who have helped and supported the author in completing this final project:

1. Allah SWT who has given ease and fluency to the writer from the beginning to the end of writing this thesis.
2. Prof. Jaka Sriyana, SE., M.Si, Ph.D. as the Dean of the Faculty of Economics Universitas Islam Indonesia.

3. Mrs. Andriyastuti Suratman, SE., M.M. as Content Advisor and Mrs. Ruli Hapsari S.Pd., MA. as Language Advisor who in her busy schedule still takes the time and provides guidance and direction patiently and thoroughly to the writer for completing this thesis.
4. My parents who I love and cherish, my father Suramto and my mother Suci Handayani who have raised and educated until now and have always given love, enthusiasm and endless prayers to Allah SWT so that the writer can complete this thesis
5. My brothers Danang Wira Yudha and Damar Wira Kusuma, and my cousins Tamia Elinda and Arinta Dwi R, who always provide prayers, encouragement, support and have comforted me when I was tired of working on this thesis.
6. For Muhammad Fauzi Diska, SH who always supports, helps, prays and always encourages me when I am tired of working on this thesis.
7. My friends Muhammad Ikhwan and Amin Pratomo who always provide support, encouragement and guidance when I have difficulty doing this final project.
8. Head of HR of Bank BPD Yogyakarta Special Region, employees who have given permission and made it easier for me when looking for data at Bank BPD DIY
9. Mr. and Mrs. Lecturers of the Faculty of Business and Economics, Islamic University of Indonesia who sincerely sacrificed, both morally and materially, while the researchers were studying until the writing of this thesis.
10. The Academic Community of the Faculty of Business and Economics in particular and the Indonesian Islamic University in general.
11. The big family of the International Program Dance Club, Faculty of Business and Economics, Islamic University of Indonesia Period 2014 - 2017 which has also given me useful knowledge and unforgettable experiences.
12. Agus and Popok are the keepers of the Indomie food stall who are always open when they are tired of working on their thesis at night.
13. All parties who have helped and encouraged the researcher during the preparation of this scientific paper, which cannot be said one by one.

Hopefully all the help from the father/mother/friends/relatives/family that has been given to the writer for the preparation will get many-fold rewards from Allah SWT. The writer realizes that the results of this paper have many shortcomings, therefore the writer expects input, suggestions

and constructive criticism from the readers so that the writer gains new understanding regarding this final project. The writer hopes that this thesis can be useful for many people and can be used as a reference for researchers in the future. The writer would like to thank and apologize to all parties who have been involved in this research if there are things that are not pleasing to the writer during the work of this final project. Hopefully the goodness that has been given to the author will be rewarded by Allah SWT. Amen.

Wassalamu'alaikum Warahmatullahi Wabarokatuh.

Yogyakarta, July 2021

Writer,

Rizka Hesty Kurniawati

Table of Contents

Cover	i
Title Page	ii
Approval Page.....	iii
Legalization Page	iii
Declaration Of Authenticity	iv
Motto	vi
Acknowledgements	viii
Abstract	ix
Preface.....	x
Table of Contents.....	13
CHAPTER 1	17
INTRODUCTION	17
1.1 Background.....	17
1.2 Problem Formulation	21
1.3 Research Objectives	21
1.4 Research Benefits.....	22
1.5 Limitations.....	22
CHAPTER 2	23
THEORETICAL REVIEW	23
2.1 Previous Studies.....	23
2.1.1 The influence of compensation toward job satisfaction	23
2.1.2 The influence of motivation toward employee job satisfaction	29
2.1.3 The influence of compensation toward job performance.....	34
2.1.4 The influence of motivation toward job performance	42
2.1.5 Influence of job satisfaction toward job performance	47
2.1.6 Influence of compensation toward job performance through job satisfaction.....	53
2.1.7 Influence of motivation toward job performance through job satisfaction	59
2.2 Theoretical Review.....	65
2.2.1 Compensation	65
2.2.2 Motivation	71
2.2.3 Job Satisfaction.....	77

2.2.4	Job Performance	80
2.3	Theoretical Framework	84
2.4	The Relationship Among Variable.....	84
2.4.1	The influence of compensation toward job satisfaction	84
2.4.2	The influence of motivation toward job satisfaction	85
2.4.3	The influence of compensation toward job performance	85
2.4.4	The influence of compensation toward job performance	86
2.4.5	The influence of job satisfaction toward job performance	86
2.4.6	The influence of compensation toward job performance through job satisfaction as intervening variable	86
2.4.7	The influence of motivation toward job performance through job satisfaction as the intervening variable	87
CHAPTER 3	88
RESEARCH METHODOLOGY	88
3.1	Research Approach	88
3.2	Research Site	88
3.3	Population and Sample	89
3.4	Data Collection Technique.....	89
3.5	Research Variable	90
3.6	Operational Definitions of the Variables.....	91
3.6.1	Compensation (X1).....	80
3.6.2	Motivation (X2).....	80
3.6.3	Job Performance.....	81
3.6.4	Job Satisfaction (Z).....	92
3.7	Data Analysis Methods.....	92
CHAPTER 4	97
DISCUSSION	97
4.1	Descriptive Analysis.....	97
4.1.1	Characteristic Descriptive Respondent	104
4.1.2	Descriptive Analysis of Variables	108
4.2	Results of Instrument Validity and Reliability Test	111
4.2.1	Validity Test Result.....	114
4.2.2	Reliability Test Result.....	98
4.3	Classical Assumption Test Model 1.....	99
4.3.1	Normality Test.....	99

4.3.2	Multicollinearity Test.....	100
4.3.3	Heteroscedasticity Test.....	101
4.4	Classical Assumption Test Model 2.....	102
4.4.1	Normality Test.....	102
4.4.2	Multicollinearity Test.....	103
4.4.3	Heteroscedasticity Test.....	104
4.5	Hypotheses Test.....	105
4.5.1	Equation Model 1.....	105
4.5.1.1	Multiple Regression Linear 1.....	105
4.5.1.2	T Test.....	106
4.5.1.3	F Test.....	107
4.5.1.4	Coefficient Determination (R ²).....	108
4.5.2	Equation Model 2.....	109
4.5.2.1	Multiple Regression Linear 2.....	109
4.5.2.2	T Test.....	110
4.5.2.3	F Test.....	112
4.5.2.4	Coefficient Determination (R ²).....	113
4.6	Path Analysis.....	123
4.7	Recapitulation of Hypothesis Test Results	126
4.8	Discussion	127
4.8.1	The Influence of Compensation on Job Satisfaction.....	118
4.8.2	The Influence of Motivation on Job Satisfaction.....	118
4.8.3	The Influence of Compensation on Job Performance.....	119
4.8.4	The Influence of Motivation on Job Performance.....	120
4.8.5	The Influence of Job Satisfaction on Job Performance.....	121
4.8.6	Direct and Indirect Effect of Compensation on Job Performance through Job Satisfaction as Intervening Variable.....	122
4.8.7	Direct and Indirect Effect of Motivation on Job Performance through Job Satisfaction as Intervening Variable.....	123
Chapter 5	134
Conclusion and Suggestions	134
5.1	Conclusion	134

5.2	Suggestions.....	135
5.2.1	For the company	135
5.2.2	Future research	135
References		136
Appendix 1.....		142
Appendix 2.....		147
Appendix 3.....		148
Appendix 4.....		149
Appendix 5.....		145



CHAPTER 1

INTRODUCTION

1.1 Background

A company is a business entity that runs all types of business in the purpose of gaining profit by selling goods or services. In addition to producing quality goods and services, companies must concern in managing employees as human resources in the work place. Armstrong & Taylor (2014) defined human resource management as a strategic, integrated and coherent approach to the work, development and well-being of people working in organizations. Human resources must be managed professionally to achieve company goals because good quality human resources refers to good quality performance. Employees play an important role in managing work performance in a company as Purwaningsih & Suwitho (2012) stated that human resource management must be considered as an important aspect for organizational efficiency and effectiveness.

In today's era, employees are not only as company assets but also as partners of the company. Companies must pay attention to the employees' well-being, be fair in providing rewards as feedback for their contributions. This treatment encourages employees to work better and motivates them to improve their performance for the given job. Employee performance represents how well the employee meets the requirements of a job. Performance is defined as the extent to which an employee achieves job requirements. Mangkuprawira & Hubeis (2007) described that employee performance is the result of work both quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them. Generally, qualified employees have good performance in accordance with company goals. Mello (2015) stated that the long-term success of an organization in meeting its strategic objectives lies in its ability to manage employee performance. Mutually beneficial cooperation between companies and employees is needed to increase employee passion for work. To put it simply, employees contribute to work performance, while the company provides appropriate treatment for employee performance.

The main factor in company development is quality human resources, including their performance on work. Compensation is one of the factors that affect employee

performance. Mondy (2016) defined compensation as the total of all benefits received by employees in exchange for services provided to the organization. Employees contribute their energy and thoughts to complete work in the company according to the specified time. Providing appropriate and fair compensation in return for their efforts will motivate employees to optimize their ability to work. Every employee in an organization has an interest in getting compensation in accordance with his expectations. If these expectations are met, the employees will be satisfied at work. Hasibuan (2008) stated that the amount of compensation reflects the status, recognition, and level of fulfillment of needs enjoyed by employees. The higher the compensation received, the better the status, and the fulfillment of needs will increase. Research conducted by Thaief et al (2015) on the effect of compensation on employee performance at PT PLN Persero Malang showed that there was a significant influence between compensation on employee performance. Based on this research, compensation is crucial for employees in order that they can meet their needs with appropriate compensation. With fair and appropriate compensation, it can encourage employees to work better and make good performance as well.

Compensation can be received by employees in several types. Mondy (2016) divided compensation into 3 types including (1) Direct financial compensation: compensation received by employees in the form of salaries, wages, bonuses and commissions; (2) Indirect financial compensation: benefits received by employees that are not included in direct compensation such as health insurance, pension plans, vacations, etc.; (3) Non-financial compensation: satisfaction received from the job itself or from the psychological and/ or physical environment. An appropriate compensation should be given by company in order to enhance the performance of the employee. The study uses compensation as a single construct that effect on job performance of employee. A single construct means that compensation influence as a whole without being divided into dimensions. For this reason, it represents the indicators that can be the factors influence compensation to performance.

Employee performance can also be affected by motivation. Mathis (2002) stated that motivation is one of the factors that push a person to achieve the desired goal or result. This means that an increase in employee motivation will improve employee performance in carrying out their work because of the encouragement to complete the job properly. Theresia et al (2018) investigating the influence of motivation on lecturer performance at the Indonesian Institute of Technology, showed that there is a significant effect of work motivation on lecturer performance. Research by Baloch et al (2016) also showed the same

results that motivation had a positive and significant effect on employee performance at two Jamshoro state universities. If employees have high motivation, this can influence them to work better with their ability and potential to achieve the desired goals.

Motivation allows employees to work without forcing and a maximum level of effort, even without supervision from superiors. According to Hasibuan (2008), motivation is the provision of a driving force that creates a person's spirit to cooperate, work effectively, and integrate with all efforts to achieve the desired satisfaction. High work motivation also refers to high job satisfaction, so that it can improve employee performance. According to Herzberg (2003), there are two factors that encourage a person to achieve satisfaction or dissatisfaction, namely: (1) intrinsic factors, internal forces that lead to action (needs, impulses); (2) extrinsic factors, when the individual is not forced to do something or is motivated to act in a certain direction under the pressure of external factors: salary, relationships with other people, working conditions, etc. Motivation can be a force, both from within and from outside that can encourage a person to achieve the desired goals.

In addition to employee compensation and motivation, employee job satisfaction must also be considered by a company. Basically, job satisfaction is an individual thing because of the different perspectives of each employee according to the applicable system. Job satisfaction refers to how the employee feels about work, whether it is fun or not. If employees like the job or the duty, job satisfaction will arise, and dissatisfaction will arise if they don't like it. Job satisfaction can increase employee productivity and performance, increase employee morale, reduce turnover, and lead to positive attitudes towards work (Robinson & Corner, 2013). Conversely, according to Sutrisno (2011), dissatisfaction at work can lead to aggressive behavior, or vice versa, it will show an attitude of withdrawing from contact with the social environment. For example, by quitting the company, skipping work, and behaviors that tend to avoid organizational activities. The higher the assessment of activities that are felt to be in accordance with individual desires, the higher the satisfaction with these activities. Thus, satisfaction is an evaluation that describes a person to feel his/ her attitude such as happy or unhappy, satisfied or dissatisfied at work (Rivai, 2004).

The level of job satisfaction can be measured to what extent the employee's performance. Lack of job satisfaction can lead to reduced employee spirit in completing their work. Thus decreasing performance. Employees who are satisfied with their work will

have high motivation and performance, which in turn improve the company performance. In this study, the researcher makes use of employee job satisfaction as an intervening variable that mediates the effect of compensation to performance and motivation to performance. Compensation or motivation cannot be the only reason an employee does their jobs and duties. An appropriate compensation and high motivation cause employee feeling of pleasure that links to their satisfaction toward the job. This condition can be the factor that encourages employee to enhance the performance in accordance with company objectives. Job satisfaction itself refers to a positive behavior based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job. Thus, the mediation role of job satisfaction is not only effect on quality of service or job, but also improve the quality of human resource in order to create competitive advantage for the company. A research conducted by Sudiarditha et al (2019) shows that there is an indirect effect of compensation on employee performance through job satisfaction at PT. XD Sakti Indonesia. The study proves that good compensation can increase employee job satisfaction, so that their performance increases. Research conducted by Dafruddin & Heryanto (2019) on staff of the rectorate at Andalas University shows that motivation has an indirect effect on employee performance through job satisfaction. Employees who have high motivation will certainly feel satisfied with their work, so that their performance will increase.

This study is conducted in Bank BPD Daerah Istimewa Yogyakarta Sleman Branch Office. It has a vision to be distinctive, excel in services, and achieve the highest market shares in the Special Region of Yogyakarta, with one of its mission to achieve excellent human resources with integrity and professionalism, and has the goal of developing digital banking products and services, developing and multiplying delivery channels, developing network to reach all regions in Yogyakarta, etc. With this vision, mission, and goals, it must improve the performance by considering the factors that influenced it (in this case compensation, motivation, and satisfaction. According to the annual report of 2020, Bank BPD DIY recorded a good performance which can be seen in the table below. The data proved that there is an increase of net income which indicates that performance of the company is good. The data should be a reference to improve the company program in order to gain more performance for achieving the goals.

	2019	2020	Increase (%)
Assets	Rp 13,65T	Rp 14,71T	7,72%
Equity	Rp 2,28T	Rp 2,35T	3,14%
Net Interest Income	Rp 841,49T	Rp 862,53T	2,5%

Source: annual report of Bank BPD DIY 2020

Based on the description above, the researcher is interested in investigating “The Influence of Compensation and Motivation toward Job Performance through Job Satisfaction as an Intervening Variable” to prove the validity of the theories in previous studies.

1.2 Problem Formulation

A few problems to be discussed are formulated as follows:

1. Does compensation affect employee job satisfaction at the Sleman branch of BPD DIY Bank?
2. Does motivation affect employee job satisfaction at Bank BPD DIY Sleman Branch?
3. Does compensation affect employee performance at the Sleman branch of BPD DIY Bank?
4. Does motivation affect employee performance at the Sleman branch of BPD DIY Bank?
5. Does job satisfaction affect employee performance at Bank BPD DIY Sleman Branch?
6. Does compensation affect employee performance through job satisfaction at Bank BPD DIY Sleman Branch?
7. Does motivation affect employee performance through job satisfaction at Bank BPD DIY Sleman Branch?

1.3 Research Objectives

The objectives of this study are:

1. To examine the influence of compensation on employee job satisfaction at Bank BPD DIY Sleman Branch
2. To examine the influence of motivation on employee job satisfaction at Bank BPD DIY Sleman Branch
3. To examine the influence of compensation on employee performance at Bank BPD DIY Sleman Branch

4. To examine the influence of motivation on employee performance at Bank BPD DIY Sleman Branch
5. To examine the influence of employee job satisfaction on employee performance at Bank BPD DIY Sleman Branch
6. To examine the influence of compensation on employee performance through job satisfaction as the intervening variable at Bank BPD DIY Sleman branch
7. To examine the influence of motivation on employee performance through job satisfaction as the intervening variable at Bank BPD DIY Sleman branch

1.4 Research Benefits

This research provides benefits theoretically and practically. Theoretically it would make a significant contribution to the field of human resource management. Furthermore, it can be a reference for future studies on human resource management, particularly on compensation, motivation, job satisfaction relating to employee performance.

Practically, companies and academics may take advantage of these research findings. For companies, it is expected that they take into account the extent to which compensation and motivation programs are implemented and their effects on job satisfaction and employee performance.

1.5 Limitation

Limitation of this study includes:

1. The study only use 3 (three) factors that affect Job Performance that is Compensation Motivation, and Job Satisfaction. Meanwhile, there are many other factors that affect Job Performance.
2. Data collection method uses questionnaire which can be fulfill arbitrarily by respondents.
3. The research only use one sector to be target of study that is only use one place in banking industry, and the result of the study cannot be generalize for every employee in other sector.

Chapter 2

Theoretical Review

2.1 Previous Studies

This research is conducted based on previous research on compensation, motivation, job satisfaction, and employee performance. Previous research related to the author's theme is as follows:

2.1.1 The influence of compensation toward job satisfaction

1. Research by Abadi & Renwarin (2017) entitled "Analysis on the Influence of Compensation and Leadership on Job Satisfaction and Its Effect on Job Performance", was conducted in the Nusantara Bonded Cakung area. This study had 84 respondents as a sample who had the position of Manager of HR in the company. The results of this study indicated that compensation had a significant effect on job satisfaction. The similarity in this study is the compensation and job satisfaction variables. The difference is the addition of leadership variables as well as location and research subjects.
2. Rasmi et al (2017) with the title "Compensation and Motivation Effect to Employees Job Satisfaction", was conducted at PT. Bank Rakyat Indonesia (Persero) Tbk Makassar. The research results proved that compensation had a significant effect on job satisfaction of company employees. The sample used in this study were 52 respondents who were employees of PT. Bank Rakyat Indonesia Makassar. The similarity between this study and the present study is that there is an effect of compensation on employee job satisfaction. The difference lies in the addition of employee performance in the present research and in the location and research subject.
3. Darma & Supriyanto (2017) investigated "The Effect of Compensation on Satisfaction and Employee Performance", this research was conducted on 70 employees of PT. Telekomunikasi Indonesia, Tbk Witel Kediri. The results of t statistical calculations showed that compensation directly and significantly affected employee job satisfaction, which meant that greater compensation could increase employee job satisfaction as well.

4. Akmal & Tamini (2015) investigated “The Effect of Compensation on Job Satisfaction of Employees of Gayamakmur Mobil Medan”. The independent variable used in this study is compensation consisting of basic wages, incentives, and THR. The results showed that the basic wage and incentives partially affected employee job satisfaction, while the THR indicator showed that the hypothesis H0 was accepted, which means THR had no effect on employee job satisfaction. This research was conducted in Gayamakmur Mobil Medan with a sample size of 60 respondents.
5. Rozzaid et al (2015) in a study entitled "The Effect of Compensation and Motivation on Employee Job Satisfaction", showed that compensation and motivation had a positive and significant influence on job satisfaction of employees of PT. Nusapro Telemedia Persada Banyuwangi Branch. The sample used in this study was 31 respondents. The primary data used were questionnaires and the analytical tools used were validity, reliability and multiple linear regression tests.

No.	Research's Title	Author	Variables	Similarity & Dissimilarity	Results
1	Analysis on the Influence of Compensation and Leadership on Job Satisfaction and Its Effect on Job Performance	Abadi & Renwarin (2017)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Compensation : Direct Financial, Non Direct Financial (Rivai, 2008) 2. Leadership: Educator, Manager, Motivator (Mulyasa, 2003) <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Job Satisfaction: Value fulfill, Satisfied their work, Work condition (Kreitner and Kinicki, 2010) 2. Job Performance: Responsibility, Discipline, 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Satisfaction and Job Performance 2. Using SPSS application for analyzing the data 3. It uses quantitative method <p>Dissimilarity:</p> <p>It has different sector for conducted the study</p>	<ol style="list-style-type: none"> 1. Compensation significantly influences employee's job satisfaction 2. Leadership significantly influences employee's job satisfaction. 3. Compensation significantly influences job performance 4. In direct relationship, leadership does not significantly influence employee's job performance 5. Job satisfaction significantly influences job performance

			Corporation, Absence (Mangkunegara, 2013)		
2	Compensation And Motivation Effect On Employees' Job Satisfaction	Rasmi, Amiruddin, & Sumardi (2017)	Independent Variable: 1. Compensation 2. Motivation Dependent Variable: 1. Work Satisfaction	Similarity: 1. It has the same objective, the effect of Compensation on Job Satisfaction 2. The same sector of respondents that is banking industry 3. It uses quantitative method Dissimilarity: It has different research site which can be effect on different perspective of employee	1. Compensation has a positive and significant effect on employees' job satisfaction 2. Motivation variable has a significant effect on employees' work satisfaction
3	The Effect Of Compensation On Satisfaction And Employee Performance in PT Telekomunikasi Indonesia Kediri Area	Darma & Supriyanto (2017)	Independent Variable: 1. Compensation: financial and nonfinancial compensation (Simamora in	Similarity: 1. It has the same objective, the effect of Compensation on Job Satisfaction Dissimilarity: It uses SmartPLS as the analysis data tools	1. Compensation has direct and significant effect on employee performance at PT. Telekomunikasi Indonesia 2. Compensation has direct and significant effect on employee satisfaction at PT. Telekomunikasi Indonesia 3. Employee satisfaction mediate the effect of compensation

			<p>Sinambela, 2016) Dependent Variable:</p> <ol style="list-style-type: none"> 1. Job Satisfaction: payment, job, promotion, supervisor, coworkers (Smith, et al. in Sani and Maharani, 2013) 2. Employee Performance: quantity, quality, accuracy of time (Dharma in Sani and Maharani, 2013) 		on employee performance at PT. Telekomunikasi Indonesia
4	The influence of Compensation on Job Satisfaction in Gayamakmur Mobil Medan	Akmal & Tamini (2015)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Compensation: base pay, incentive, THR (Hasibuan, 2014) Dependent Variable: 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Satisfaction 2. the same indicator for Job Satisfaction <p>Dissimilarity:</p>	<ol style="list-style-type: none"> 1. Base Pay partially influences employee job satisfaction in Gayamakmur Mobil Medan 2. Incentive partially influences employee job satisfaction in Gayamakmur Mobil Medan 3. THR did not influence employee job satisfaction in Gayamakmur Mobil Medan

			1. Job Satisfaction: the job itself, coworkers, payment (Hartatik, 2014)	1. It has different research site which can be effect on different perspective of employee 2. Sampling technique uses all population	
5	The Influence of Compensation and Motivation on Job Satisfaction (Study at PT. Nusapro Telemedia Persada Banyuwangi)	Rozzaid, Herlambang, & Devi (2015)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Compensation (Handoko, 2012) 2. Motivation: satisfier factors, dissatisfies factor (Herzberg, 1966) <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Job Satisfaction: the job itself, payment, promotion, work condition (Luthans, 2006) 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Satisfaction 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. Compensation and motivation partially influence employee job satisfaction in PT. Nusapro Telemedia Persada Cabang Banyuwangi 2. Compensation and motivation simultaneously influence employee job satisfaction in PT. Nusapro Telemedia Persada Cabang Banyuwangi

2.1.2 The influence of motivation toward employee job satisfaction

1. Research by Jehazeb et al (2012) entitled “Impact of Rewards and Motivation on Job Satisfaction In Banking Sector of Saudi Arabia “, has variables of appreciation, motivation, and job satisfaction. There were 351 respondents from public and private employees, 68% were male, while 32% were female. The results showed that rewards positively affected the job satisfaction of Bank employees. Awards also affected employee motivation at work. The results of the third hypothesis were also accepted, namely that motivation significantly affected job satisfaction of employees of public and private banks.
2. Juniri et al (2015) investigated “Motivation against Job Satisfaction and Performance of Civil Servants (PNS) in Higher School of Tourism in Nusa Dua Bali”. This research is explanatory in the form of a survey and using a sample of 74 employees of the Nusa Dua Bali Tourism High School. Based on the research results, it was proven that motivation had a positive and significant effect on job satisfaction. The results showed that motivation had a positive and significant effect on employee performance. The results of the third hypothesis test also proved that job satisfaction could affect employee performance at the Nusa Dua Bali Tourism College. The similarities between this study and this present study are the variables of motivation, job satisfaction, and employee performance, while the difference lies in the addition of variables in this present study, namely compensation.
3. A study by Arifin (2015) entitled "The Influence of Competence, Motivation and Organizational Culture to High School Teacher Job Satisfaction and Performance", was conducted in the city of Jayapura using a sample of 117 high school teachers out of 346. There are three independent variables, including competence, motivation, and school culture, the dependent variable is performance, and the mediating variable is job satisfaction. The research data were collected using a questionnaire and calculated using a Likert Scale point. The results of the study proved that teacher competence positively affected job satisfaction but not significantly. Teacher motivation could affect job satisfaction positively and significantly. Meanwhile, the results of the calculation of the third hypothesis indicated that work culture positively affected job satisfaction but not significantly.

Competence affected the performance of high school teachers in Jayapura positively and significantly. Motivation affected teacher performance but not significantly. Work culture also showed the same result that work culture positively affected teacher performance but not significantly. The final results showed that job satisfaction in teachers had positive and significant effect on the performance of high school teachers in Jayapura.

4. Research by Said et al (2017) entitled "The Influence of Motivation Factors toward Job Satisfaction among Staff in Property Developer Organization", used motivation factors as the independent variables including salary and benefits, supervisor support, career development, and work environment, and job satisfaction as the dependent variable. In this study, 200 questionnaires were distributed to 200 respondents who were employees of Zenith Corporation. The research results proved that salary and benefits did not affect employee job satisfaction at Zenith Corporation. Meanwhile, supervisor support affected employee job satisfaction at Zenith Corporation. The same result was also shown that career development could significantly influence employee job satisfaction. Also, the work environment affected employee job satisfaction at Zenith Corporation.
5. Ali et al (2016) investigated "The Impact of Motivation on the Employee Performance and Job Satisfaction in the IT Park (Software House) Sector of Peshawar, Pakistan". This study used 200 respondents to fill out a questionnaire in the data collection process. A total of 90.5% of respondents are male, while 9.5% are women who work in the IT Park (software house) sector of Peshawar, Pakistan. The results showed that motivation had a positive and significant influence on the performance of the IT Park (software house) employees. The same result also showed that motivation affected job satisfaction of employees of the IT Park (software house) sector of Peshawar, Pakistan.

No.	Research's Title	Author	Variables	Similarity & Dissimilarity	Results
1	Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia	Jehanzeb, Rasheed, Rasheed, & AlamzebAamir (2012)	<p>Independent Variable</p> <ol style="list-style-type: none"> Rewards: intrinsic, extrinsic, social rewards (Williamson et al. 2009) Motivation (Luthans, 2005) <p>Dependent Variable</p> <ol style="list-style-type: none"> Job satisfaction (Balzar et al, 1997) 	<p>Similarity:</p> <ol style="list-style-type: none"> It has the same objective, the effect of Motivation on Job Satisfaction It uses quantitative method the same sector, that is banking industry <p>Dissimilarity:</p> <p>It has different research site which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> Rewards positively influence job satisfaction of employee in Banking Sector of Saudi Arabia Rewards influence motivation positively and significantly in Banking Sector in Saudi Arabia Motivation significantly influence employee job satisfaction in Banking Sector in Saudi Arabia
2	Motivation on Job Satisfaction and Job Performance of Civil Servant in college	Juniri, Riana, & Subudi (2015)	<p>Independent Variable</p> <ol style="list-style-type: none"> Motivasi: kebutuhan fisiologis, kebutuhan rasa aman, sosial, 	<p>Similarity:</p> <ol style="list-style-type: none"> It has the same objective, the effect of Motivation on Job Satisfaction It uses quantitative method The same indicator for analyzing the effect of motivation <p>Dissimilarity:</p> <p>It has different research site and different sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> Motivation significantly and positively influences job satisfaction of employees in Sekolah Tinggi Pariwisata Nusa Dua Bali

3	The Influence of Competence, Motivation and Organizational Culture to High School Teacher Job Satisfaction and Performance	Arifin (2015)	<p>Independent Variable</p> <ol style="list-style-type: none"> 1. Competence: pedagogical competence, personality, social, professionalism (UU no 16 2007 about education) 2. Motivation: Maslow's need hierarchy theory, Alderfer's ERG theory, Herzberg's motivator-hygiene theory 3. Organizational culture: knowledge, morality, laws, and attitude (Robbin, 2006) 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Satisfaction 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site and different sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. Competence of teacher positively affect job satisfaction, but insignificantly 2. Work motivation affects positively and significantly teacher job satisfaction 3. Organizational culture affects positively and insignificantly teacher job satisfaction 4. Competence has positive and significant effect on teacher performance 5. Motivation affects positively and insignificantly teacher performance Organizational culture has positive effect and
4	The Influence Of Motivation Factors Toward Job	Said et al (2017)	<p>Independent Variable</p> <ol style="list-style-type: none"> 1. Motivation: 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Satisfaction 	<ol style="list-style-type: none"> 1. There is no significant relationship between pay and benefit with job satisfaction of employee

	Satisfaction Among Staff In Property Developer Organization		<ul style="list-style-type: none"> a. Pay and benefits b. Supervisor support c. Career development d. Working environment <p>Fisher et al., (1992), Xie et al., (2000), and Vidal et al., (2007)</p> <p>Dependent Variable</p> <p>1. Job Satisfaction (Herzberg, 1968)</p>	<p>2. It uses quantitative method</p> <p>Dissimilarity: It has different research site and different sector which can be effect on different perspective of employee</p>	<ul style="list-style-type: none"> 2. Supervisor support has significant influence job Satisfaction 3. Career development has significant influence job satisfaction Working environment has significant influence job satisfaction
5	The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan	Ali, Bin, Piang, & Ali (2016)	<p>Independent Variable</p> <p>1. Motivation (Herzberg, 1968), (Kalleberg, 1977)</p> <p>Dependent Variable</p> <p>1. Performance</p> <p>2. Job Satisfaction (Lock, 1969)</p>	<p>Similarity:</p> <ul style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Satisfaction 2. It uses quantitative method <p>Dissimilarity: It has different research site and different sector which can be effect on different perspective of employee</p>	<ul style="list-style-type: none"> 1. Motivation positively and significantly influences job satisfaction of employees Motivation positively influenced the performance employee in IT Park (Software House) Sector of Peshawar

2.1.3 The influence of compensation toward job performance

1. Research by Thaief et al (2015) entitled "Effect of Training, Compensation and Work Discipline Againsts Employee Job Performance (Studies in the Office of PT. PLN (Persero) Service Area and Network Malang)", has 3 independent variables including training, compensation, and work discipline and 1 dependent variable, namely employee performance. The sample comprises 44 respondents from a total population of 80 people who were employees of PT. PLN Service Area and Network Malang. The results of the f-test showed that the three variables, namely training, compensation and work discipline affected employee performance simultaneously. The results of the second hypothesis which were carried out using the t-test showed that the three independent variables including training, compensation and work discipline partially affected employee performance.
2. Rizal et al (2014) in a study entitled "Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City)" used 126 respondents in the data collection process. There are 11 hypotheses used in this study. The calculation results showed that compensation had an influence on employee motivation and commitment to the company. Other results showed that compensation affected employee performance but not significantly. Motivation had a positive and significant effect on employee performance and employee commitment to the company. In addition, employee commitment to the company had a positive effect on employee performance. The results showed that there was an indirect effect between compensation on company commitment through motivation. Compensation also indirectly through the motivation of company commitment to influence employee performance. Indirectly, motivation affected employee performance through his commitment to the company.
3. Research by Hamzah et al (2018) entitled "The Effects of Satisfaction Mediation on the Effects of Compensation and Development Justice. Human Resources against Employee Performance" conducted at the Directorate General of Budget, Ministry of Finance, Jakarta. A quantitative approach with a sample of 90 respondents who were employees of the Directorate General of Budget, Ministry of Finance, Jakarta. The results of the calculation of the hypothesis showed that compensation fairness had a

positive effect on employee performance with a p-value <0.01 and a path coefficients value of 0.320. The second hypothesis showed that human resource development had a positive effect on employee performance with a p-value <0.01 and a path coefficients value of 0.372. Third, compensation fairness had a positive effect on employee performance mediated by partial job satisfaction. The final calculation also showed that human resource development had a positive effect on employee performance mediated by job satisfaction partially.

4. A study by Uwizeye & I (2017) entitled "Influence of Compensation Practices on Employee Performance of Tea Companies in Rwanda: Case Study". Human Capital theory and Expectancy theory in carrying out the research process. There were 205 respondents out of a total of 422 employees at Rwanda Mountain Tea. The results showed that compensation had a positive effect on employee performance.
5. Research by Annisa (2017) entitled "The Influence Of Compensation And Work Environment To Employee Performance Through Job Satisfaction As Intervening Variable At Trac Astra Rent A Car Yogyakarta Branch", used a sample of 60 employees at Astra Yogyakarta including staff and drivers. The quantitative method was used in this study with a total of 60 questionnaires that had been distributed, the data were analysed using SPSS 24.0 software. The results showed that compensation had a positive effect on job satisfaction and employee performance at Trac Astra Rent a Car Yogyakarta. In addition, the work environment used a sample of 60 job satisfaction and employee performance. In addition, job satisfaction also affected affect employee performance at Trac Astra Rent a Car Yogyakarta.

No	Research's Title	Author	Variables	Similarity & Dissimilarity	Result
1	Effect of Training Compensation and Work Discipline On Employee Job Performance (Studies in the Office of PT. PLN (Persero) Service Area and Network Malang)	Thaief et al (2015)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Training: instructor, methods and training content, time training, benefit of training (Simamora, 2006) (Handoko, 2010) 2. Compensation: base pay, incentive, bonus, protection, facilities (Hasibuan, 2000) 3. Work discipline: attendance, 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Performance 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. There is significant effect of training on employee performance in PT PLN Malang 2. There is significant effect of compensation on employee performance in PT PLN Malang 3. There is significant effect of work discipline on employee performance PT PLN Malang

			<p>obey the rules, work ethic (Sutrisno, 2011)</p> <p>Dependent Variable:</p> <p>1. Employee performance: quantity, quality, timeliness (Mangkunagara, 2000)</p>		
2	Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City)	Rizal et al (2014)	<p>Independent Variable:</p> <p>1. Compensation: salaries, incentives and benefits (Adams, 1965)</p> <p>2. Motivation: achievement need, affiliation need and power need (Vroom, 1964), (Maslow,</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. Compensation has positive and significant effect on employee motivation</p> <p>2. Compensation has positive and significant effect on organizational commitment</p> <p>3. Compensation has positive but not significant effect on employee performance</p> <p>4. Motivation has positive and significant effect on organizational commitment</p>

			<p>1943)</p> <p>3. Organizational commitment (Herzberg, 1959)</p> <p>Dependent Variable:</p> <p>1. Employee performance: quality, quantity, timeliness (Mangkunagara, 2000)</p>	<p>5. Motivation has positive and significant effect on employee performance</p> <p>6. Organizational Commitment has positive and significant effect on employee performance</p> <p>7. There is indirect effect of compensation on organizational commitment through motivation at Local Revenue Management in Kendari</p> <p>8. There is indirect effect of compensation on employee performance through motivation at Local Revenue Management in Kendari</p> <p>9. There is indirect effect of compensation on employee performance through organizational commitment at Local Revenue Management in Kendari</p>
--	--	--	---	---

					<p>10. There is indirect effect of compensation on employee performance through motivation and organizational commitment at Local Revenue Management in Kendari</p> <p>11. indirect effect of motivation on employee performance through organizational commitment at Local Revenue Management in Kendari</p>
3	Mediation Effect of Satisfaction on the Influence Compensation and HR Development toward Employee Performance	Hamzah, Bambang, & Andayani (2018)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Compensation 2. HR Development <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Job Performance <p>Intervening Variable</p>	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Performance 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. Compensation has positive influence on employee performance 2. Human resource development has positive influence on employee performance 3. Compensation has positive influence on employee performance through job satisfaction Human resource development has positive influence on employee performance through job satisfaction

			1. Job Satisfaction		
4	Influence Of Compensation Practices On Employee Performance Of Tea Companies In Rwanda: A Case Study Of Rwanda Mountain Tea	Uwizeye & Muryung I (2017)	<p>Independent Variable:</p> <p>1. Compensation: financial and nonfinancial compensation (Armstrong, 2010) (Resick, 2007)</p> <p>Dependent Variable:</p> <p>1. Employee Performance: quality of work, meeting the goal, responsibility, efforts, punctuality (Armstrong, 2010) (Resick, 2007)</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	1. Compensation has positive impact on employee performance in Rwanda Mountain Tea
5.	The Influence Of Compensation And Work Environment	Annisa (2017)	<p>Independent Variable:</p> <p>1. Compensation: financial and nonfinancial</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p>	<p>1. Compensation has significant influence on job satisfaction</p> <p>2. Work environment has significant influence on job satisfaction</p>

	<p>To Employee Performance Through Job satisfaction As Intervaning Variable At Trac Astra Rent A Car Yogyakarta Branch</p>	<p>compensation (Mondy, 2010)</p> <p>2. Work environment: physical, mental, and social environment (Jain & Kaur, 2014)</p> <p>Dependent Variable:</p> <p>1. Performance: strength of the result, quality of the result, punctuality, presence, ability to work together (Mathis & Jackson, 2007)</p> <p>Intervening Variable:</p> <p>1. Job Satisfaction: salary, promotion, supervisor, coworkers, the work itself (Luthans, 2006)</p>	<p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>3. Compensation has significant influence on employee performance</p> <p>4. Work environment has significant influence on employee performance</p> <p>5. Job satisfaction has significant influence on employee performance</p>
--	--	---	---	--

2.1.4 The influence of motivation toward job performance

1. Theresia et al (2018) investigated "The Influence of Culture, Job Satisfaction and Motivation on the Performance Lecturer Employee" at the Indonesian Institute of Technology with lecturers and permanent employees as respondents. A total of 180 respondents received the questionnaire as a data collection method, but only 146 questionnaires were valid. In this study the data that had been collected was analysed using descriptive analysis techniques and multiple regression analysis with SEM. The results showed that organizational culture significantly influenced the motivation of lecturers and employees. Organizational culture also had a significant influence on job satisfaction of lecturers and employees. Different results indicate that there was no significant influence between organizational cultures on performance at the Indonesian Institute of Technology. There was a significant influence between job satisfaction on the motivation of lecturers and employees. Job satisfaction of lecturers and employees also affected their performance at ITI. Employee motivation was proven to affect the performance of lecturers and employees at ITI. Organizational culture affected the performance of lecturers and employees indirectly through their motivation. The same result is also shown in the effect of job satisfaction on employee performance which is mediated by motivation.
2. Setiawan (2015) investigated "The Effect of Work Motivation on Employee Performance at Implementation Level in the Operations Division of PT. Pusri Palembang ". This study has two variables, namely motivation as the independent variable and employee performance as the dependent variable. A total of 250 employees in the Operations Division of PT. Pusri Palembang factories IB, II, III, and IV were used as part of the data sample. The data that had been collected was analyzed using Path Analysis and calculated using the LISREL assisted application. The results of the study prove that there is a significant influence between motivation on employee performance at PT. Pusri Palembang. This is evidenced by the results of statistical calculations $t_{count} = 11.257 > t_{table} = 1.970$.
3. Research by Yunarifah & Kustiani (2012) entitled "The Effect of Work Motivation on Employee Performance in Kebon Agung Malang". Used a sample of 114 people

who were permanent employees of the TUK, Publication, Engineering and Plant Section at PT. Kebon Agung Malang. Researchers in this study used motivation as the independent variable including the need for existence, relationship needs, and growth needs, as well as employee performance as the dependent variable. The results of hypothesis testing using the feasibility test (f-test) showed that the three motivation variables had a simultaneous effect on employee performance with the calculated probability <level of significance (α), namely $0.000 < 0.05$. Meanwhile, the results of the statistical test (t-test) proved that the need for existence and growth needs did not affect employee performance in PT. Kebon Agung Malang with the probability count > level of significance α ($0.010 > 0.05$ and $0.760 > 0.05$). While the results for the t-test of the relationship needs showed a significant influence on employee performance with the probability count was <level of significance α ($0.000 < 0.05$).

4. Hartati (2020) investigated "Analysis Influence Motivation, Competence, Compensation toward Performance of Employees". This study was conducted at PDAM Majalengka. Using a quantitative survey method with distributing questionnaires to employees of PDAM Majalengka as a data collection technique. Analysis of the collected data using path analysis was carried out. Hypothesis test results proved that the three independent variables, namely motivation, competence, and compensation were proven to significantly influence the performance of PDAM Majalengka employees.
5. Research written by Baloch et al (2018) entitled "The Influence of Motivation on Performance of Public Sector Employees" was conducted on employees at the University of Sindh (UoS), Jamshoro and Mehran University of Engineering & Technology (MUET), Jamshoro. A total of 486 respondents from the two universities participated in this research process. The results of the study proved that motivation had a significant effect on employee performance. However, some 65% of employees felt less motivated to work. This was due to inadequate systems, tedious work schedules, lack of mandatory training for employees and poor working conditions.

No	Research's Title	Author	Variable	Similarity & Dissimilarity	Results
1.	The Influence of Culture, Job Satisfaction and Motivation on the Performance Lecturer Employee	Theresia et al (2018)	<p>Independent Variable</p> <ol style="list-style-type: none"> 1. Culture Organization (Goebel and Weißenberger, 2017) 2. Job satisfaction (Weiss et. al., 1967) 3. Motivation (Sekaran, 2003) <p>Dependent Variable</p> <ol style="list-style-type: none"> 1. Performance (Sawitri, 2016) 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Performance 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. There is significant effect of organizational culture to motivation in ITI 2. There is significant effect of organizational culture to job satisfaction in ITI 3. Culture organization does not affect lecturer and employee performance in ITI 4. There is significant effect of job satisfaction to lecturer and employee motivation in ITI 5. There is significant effect of job satisfaction to lecturer and employee performance in ITI 6. There is significant effect of motivation to lecturer and employee performance in ITI 7. Culture organization has significant effect on performance through motivation Job satisfaction has significant effect on performance through motivation
2.	The Effect of Motivation toward Job Performance	Setiawan (2015)	<p>Independent Variable</p> <ol style="list-style-type: none"> 1. Motivation: Valence, expectancy, instrumentality (Vroom, 1964) 	<ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Performance 	There is significant effect of employee motivation toward job

	Level at Operational Division in PT. Pusri Palembang		<p>Dependent Variable</p> <ol style="list-style-type: none"> 1. Job performance: quantity, quality, timeliness, cost effectiveness, interpersonal impact (Bernardin & Russel, 2003) 	<ol style="list-style-type: none"> 2. It uses quantitative method <p>Dissimilarity: It has different research site and sector which can be effect on different perspective of employee</p>	performance in PT. Pusri Palembang
3.	The Influence of Motivation toward Employee Performance at Kebon Agung Malang	Yunarifah & Kustiani (2012)	<p>Independent Variable</p> <ol style="list-style-type: none"> 1. Motivation: existence, relation, improvement need (Aldefer, 1969) <p>Dependent Variable</p> <ol style="list-style-type: none"> 1. Job Performance: individual factor, psychological factor, organizational factor (Gibson, 1999) 	<ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Performance 2. It uses quantitative method <p>Dissimilarity: It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. There is no significant effect of existence need with job performance in PT. Kebon Agung Malang 2. There is positive relationship between relation need with job performance in PT. Kebon Agung Malang 3. There is no significant effect of improvement need with job performance in PT. Kebon Agung Malang
4.	Analysis Influence Motivation, Competence, Compensation Toward Performance Employee	Hartati (2020)	<p>Independent Variable</p> <ol style="list-style-type: none"> 1. Motivation 2. Competence 3. Compensation <p>Dependent Variable</p> <p>Employee performance</p>	<ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Performance 2. It uses quantitative method <p>Dissimilarity: It has different research site and sector which can</p>	<ol style="list-style-type: none"> 1. There positive and significant effect of motivation to employee performance 2. There is positive and significant effect of competence to employee performance 3. There is positive and significant effect of

				be effect on different perspective of employee	compensation to employee performance
5.	The Influence of Motivation on Performance of Public Sector Employees	Baloch et al (2018)	Independent Variable 1. Motivation Dependent Variable Employee Performance	<p>1. It has the same objective, the effect of Motivation on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity: It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. There is positive relationship between motivation and employee performance in University of Sindh (UoS), Jamshoro and Mehran University of Engineering & Technology (MUET)</p> <p>2. 65% employee have less motivation during work</p> <p>3. Demotivation appears due to inadequate system, boring job schedule, lack of mandatory training for employee and poor working conditions</p>

2.1.5 Influence of job satisfaction toward job performance

1. Research conducted by Sari & Ardana (2016) entitled "The Role of Job Satisfaction Mediation on the Effect of Compensation on Performance Contract Workers" was held at the Swiss-Bellin Hotel Seminyak. A total of 40 contract employees participated in this study consisting of various departments including front office, housekeeping, waitress, kitchen, security, and engineering. According to researchers' observations, employee motivation to work, among others, were as a main job, a side job, and fill spare time before getting the desired job. Hypothesis testing showed that compensation had no direct effect on employee performance. This was because most of the contract employees at Swiss-Bellin Seminyak hotels worked because they wanted to fill their spare time before entering further education or other jobs. The second hypothesis testing showed that compensation had a positive and significant effect on job satisfaction of contract workers. The third hypothesis testing showed that job satisfaction had a positive and significant effect on the performance of contract workers at the Swiss-Bellin Seminyak hotel.
2. Research entitled "The Effect of Job Rotation, Compensation and Workload on Employee Performance with Work Satisfaction as Intervening Variable Case Study in General Hospital (RSUD) Tidar Kota Magelang" was conducted by Rahmawati & Kurnia (2017). The study, which involved 860 respondents, used a questionnaire as a data collection tool. The results of the first hypothesis test indicated that job rotation had a positive and significant relationship with employee performance. Compensation was shown to affect employee performance but not significantly. Workload affected the performance of Tidar Hospital employees but not significantly. Employee job satisfaction was shown to affect employee performance. Workload affected employee job satisfaction at Tidar Hospital. Employee job satisfaction was proven to be influenced by compensation. Job rotation had a positive and significant impact on employee job satisfaction. Job rotation and job satisfaction were proven unable to affect employee performance at Tidar Hospital, Magelang City.
3. Sudiarditha et al (2019) with the title "Compensation and Work Discipline on Employee Performance with Job Satisfaction as Intervening" involved 200

respondents who were employees (Non-Staff) at PT. XD Sakti Indonesia. The results of testing the first hypothesis proved that compensation positively affected employee performance. The same result was evident in the second independent variable, namely work discipline affected employee performance. Compensation had a positive influence on employee job satisfaction. Work discipline had a positive and significant effect on employee job satisfaction. Hypothesis testing showed that there was an indirect effect of job satisfaction on compensation on employee performance. The same result, work discipline affected employee performance through job satisfaction.

4. Research entitled "The Influence of Organizational Culture, Servant Leadership, and Job Satisfaction toward Organizational Commitment and Job Performance through Work Motivation as Moderating Variables for Lecturers in Economics and Management of Private Universities in East Surabaya" involved 215 lecturers who worked at private universities in East Surabaya. The results of the study showed that corporate culture significantly influenced commitment and performance. Leadership was proven to affect company commitment and performance. Job satisfaction had a significant influence on commitment and performance. Company commitment was proven to affect Lecturer Performance. Work motivation could affect the performance and commitment of lecturers at private universities in East Surabaya.
5. A study entitled "The Effect of Job Satisfaction on Employee Performance with Commitment Organizational as an Intervening Variable" by Rosita & Yuniati (2016) .was conducted at PT Pharos Indonesia Surabaya branch which involved 125 employees. The data collected showed that 47.2% of the respondents were male, while the remaining 52.8% were female. Hypothesis test results showed that Job Satisfaction had a significant effect on Employee Performance. The calculation of Path Analysis showed that Job Satisfaction could ave a significant direct effect on Employee Performance or indirectly (mediation) by Organizational Commitment.

No	Research's Title	Author	Variables	Similarity & Disimilarity	Results
1.	Mediation Role of Job Satisfaction on Performance of Contract Employee	Sari and Ardana (2016)	<p>Independent Variable</p> <p>1. Compensation</p> <p>Dependent Variable:</p> <p>1. Job Performance (Sutrisno, 2009)</p> <p>Intervening Variable:</p> <p>2. Job Satisfaction</p>	<p>1. It has the same objective, the effect of Job Satisfaction on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. There is negative relationship between compensation toward employee performance of contract employee in Swiss-Bellin Hotel</p> <p>2. Compensation has positive and significant relationship toward employee's job satisfaction in Swiss-Bellin Hotel</p> <p>3. Job satisfaction of contract employee has positive and significant influence toward job performance</p>
2.	The Effect of Job Rotation, Compensation and Workload on Employee Performance With Work Satisfaction as Intervening Variable Case	Rahmawati and Kurnia (2017)	<p>Independent Variable:</p> <p>1. Job Rotation (Mathis and Jackson, 2006)</p> <p>2. Compensation (Simamora, 2004)</p> <p>3. Workload</p> <p>Dependent Variable:</p> <p>1. Employee Performance</p>	<p>1. It has the same objective, the effect of Job Satisfaction on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. Job rotation has positive and significant influence to employee's job performance</p> <p>2. Compensation has positive but not significant influence to employee's job performance</p> <p>3. Workload of employee has positive influence toward job performance but it is not significant</p> <p>4. Job satisfaction positively and significantly influence job performance of employee</p> <p>5. Job rotation influence employee's job satisfaction</p>

	Study in General Hospital (RSUD) Tidar Kota Magelang		(Hasibuan, 2012) Intervening Variable: Work Satisfaction		6. Job satisfaction of employee is positive but not significant influenced by compensation 7. Workload has positive and significant influence to employee's job satisfaction 8. Job rotation and job satisfaction do not influence employee's job performance
3.	Compensation And Work Discipline On Employee Performance With Job Satisfaction As Intervening	Sudiarditha, Susita, and Kartini (2019)	Independent Variable: 1. Compensation (Simamora, 2014) 2. Work Discipline (Hasibuan, 2004) Dependent Variable: 1. Employee Performance (Mathis and Jackson, 2012) Intervening Variable:	1. It has the same objective, the effect of Job Satisfaction on Job Performance 2. It uses quantitative method Dissimilarity: It has different research site and sector which can be effect on different perspective of employee	1. Compensation positively influence employee's job performance 2. Work discipline has positive influence to employee performance 3. Compensation has positive effect on employee's job satisfaction 4. Work discipline has positive and significant influence toward job satisfaction 5. Job satisfaction has positive effect on employee performance 6. There is indirect effect of compensation to employee performance through job satisfaction 7. There is significant indirect effect of work discipline to performance through job satisfaction

			1. Job Satisfaction (Luthans, 2006) (Rivai, 2013)		
4.	The Influence of Organizational Culture, Servant Leadership, and Job Satisfaction Toward Organizational Commitment and Job Performance Through Work Motivation as Moderating Variables for Lecturers in Economics and Management of Private	Koesmono (2014)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Organizational Culture (Kreitner and Kinicki, 2014) (Robbin and Judge, 2011) 2. Leadership (Greenleaf, 2005) 3. Job Satisfaction (Luthans, 2006) <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Organizational Commitment (Luthans, 2006) 2. Job Performance (Rivai, 2004) <p>Intervening Variable:</p>	<p>1. It has the same objective, the effect of Job Satisfaction on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity: It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. Organizational culture has significant influence toward organizational commitment Private Universities in Surabaya 2. There is significant influence of servant leadership toward organizational commitment 3. Job satisfaction has significant influence toward organizational commitment 4. There is significant impact of organizational culture toward job performance of employee 5. Job performance of employee in Private Universities in Surabaya influenced by leadership 6. Job satisfaction influence job performance significantly 7. Organizational commitment has significant impact to employee performance 8. Work motivation of employee has significant impact on performance

	Universities in East Surabaya		Work Motivation (Robinn, 2008)		
5.	The effect of Job Satisfaction toward Employee Performance through Organizational Commitment as Intervening Variable	Rosita (2016)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Job Satisfaction (Luthans, 2009) (Malthis, 2008) <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Job Performance (Mangkunegara, 2010) <p>Intervening Variable</p> <p>Organizational Commitment (Gibson, 2008)</p>	<p>1. It has the same objective, the effect of Job Satisfaction on Job Performance</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. There is significant influence of Job Satisfaction toward Employee Performance in PT. Pharos Indonesia Surabaya 2. Job satisfaction significantly influence Organizational Commitment of employee 3. Organizational Commitment has indirect relation to Job Satisfaction toward Job Performance

2.1.6 Influence of compensation toward job performance through job satisfaction

1. "The Effect of Financial Compensation and Non-Financial Compensation on Employees' Performance through Job Satisfaction as an Intervening Variable" by Mardiyanti et al (2018). The study, which was attended by 54 employees of PT Citra Perdana Kendedes, used the Census method in determining the amount of data. Hypothesis testing results showed that financial and non-financial compensation did not affect employee job satisfaction. On the other hand, financial and non-financial compensation had an influence on the performance of employees of PT Citra Perdana Kendedes. This study showed that financial and non-financial compensation did not affect performance through job satisfaction. This happens because the employees of PT Citra Perdana Kendedes were not satisfied with the salary given by the company, there was no improvement in work and effective communication between employees and supervisors.
2. The study entitled "The Effect of Compensation to Employee Performance with Work Satisfaction as Intervening Variables in the Financial Office of West Sumatra Province" by Yendra & Dewi (2016) .Revealed that Job Satisfaction did not mediate the relationship between Compensation and Employee Performance with a significant value of 0.119 which is greater than $\alpha = 0.05$ ($0.119 > 0.05$, which means insignificant.
3. Another research is entitled "Compensation and Work Discipline on Employee Performance with Job Satisfaction as Intervening" by Sudiarditha et al (2019). The results of testing the first hypothesis proved that compensation positively affected employee performance. The same result was evident in the second independent variable, namely work discipline could affect employee performance. Compensation had a positive influence on employee job satisfaction. Work discipline had a positive and significant effect on employee job satisfaction. Hypothesis testing showed that there was an indirect effect of job satisfaction on compensation on employee performance. The same result, work discipline affected employee performance through job satisfaction.
4. Research by Talashina & Ngatno (2015) entitled "The Effect of Compensation and Work Motivation on Employee Performance through Job Satisfaction as an

Intervening Variable". Was conducted at Telorejo Hospital Semarang with a total of 319 employees as respondents. Hypothesis test results showed that compensation and motivation had an effect on job satisfaction and employee performance at Telogorejo Hospital Semarang. The mediation analysis used the single test results in Compensation and Motivation affecting Employee Performance through Job Satisfaction.

5. "The Effect of Compensation on Employee Performance with Job Satisfaction as an Intervening Variable (Case Study on Employees of the Finance and Accounting Uny Section) was researched by Hidayah (2016). The study used a questionnaire survey technique involving 76 employees of the Finance and Accounting Department of Uny. Hypothesis testing used simple regression analysis techniques which yielded that compensation had a positive effect on employee performance with a regression coefficient value of 0.645 and $F_{\text{count}} > F_{\text{table}}$ ($4.589 > 3.97$). The results of hypothesis testing with path analysis resulted in Compensation having an influence on performance through job satisfaction with a mediation coefficient value of 0.154 and $t_{\text{count}} > t_{\text{table}}$ ($1.949 > 1.991$). However, Job Satisfaction was a mediating variable partly because the direct effect was greater than the indirect effect ($0.456 > 0.154$).

No	Research's Title	Author	Variable	Similarity & Dissimilarity	Result
1.	The Effect Of Financial Compensation And Non-Financial Compensation On Employees' Performance Through Job Satisfaction As An Intervening Variable	Mardiyanti et al (2018)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Financial Compensation (Simamora, 2006) 2. Nonfinancial Compensation (Simamora, 2006) <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Performance (Mathis, 2006) <p>Intervening Variable:</p> <ol style="list-style-type: none"> 1. Job Satisfaction (Robbins, 2010) 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. There is no effect of financial compensation on job satisfaction 2. There is no effect of nonfinancial compensation on job satisfaction 3. There is an effect of financial compensation on employees' performance 4. Nonfinancial compensation influence employee performance in PT Citra Perdana Kendedes 5. Job satisfaction has impact on employee performance 6. There is no indirect effect of financial compensation on employees' performance through job satisfaction 7. Nonfinancial compensation has no indirect effect to performance through job satisfaction
2.	The Effect Of Compensation To Employee	Yendra and Dewi (2016)	<p>Independent Variable:</p>	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation 	<ol style="list-style-type: none"> 1. There is positive and significant relationship of compensation to employee performance

	Performance With Work Satisfaction As Intervening Variables In The Financial Office Of West Sumatera Province		<p>1. Compensation (Simmamora, 2004)</p> <p>Dependent Variable:</p> <p>1. Performance (Robbin, 2005)</p> <p>Intervening Variable: Satisfaction (Yuwono, 2015)</p>	<p>on Job Performance through Job Satisfaction</p> <p>2. It uses quantitative method</p> <p>Dissimilarity: It has different research site and sector which can be effect on different perspective of employee</p>	<p>2. Compensation significantly influence job satisfaction</p> <p>3. There is no relationship of job satisfaction to employee performance</p> <p>4. There is no indirect effect of job satisfaction toward compensation to performance</p>
3.	Compensation And Work Discipline On Employee Performance With Job Satisfaction As Intervening	Sudiarditha et al (2019)	<p>Independent Variable:</p> <p>1. Compensation (Simamora, 2014)</p> <p>2. Work Discipline (Hasibuan, 2004)</p> <p>Dependent Variable:</p> <p>1. Employee Performance (Mathis and Jackson, 2012)</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction</p> <p>2. It uses quantitative method</p> <p>Dissimilarity: It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. Compensation positively influence employee's job performance</p> <p>2. Work discipline has positive influence to employee performance</p> <p>3. Compensation has positive effect on employee's job satisfaction</p> <p>4. Work discipline has positive and significant influence toward job satisfaction</p> <p>5. Job satisfaction has positive effect on employee performance</p> <p>6. There is indirect effect of compensation to employee performance through job satisfaction</p>

			<p>Intervening Variable:</p> <p>1. Job Satisfaction (Luthans, 2006) (Rivai, 2013)</p>		<p>7. There is significant indirect effect of work discipline to performance through job satisfaction</p>
4.	<p>The effect of Compensation and Motivation toward Job Performance through Job Satisfaction as Intervening Variable (Study: Nurse at Telogorejo Hospital Semarang)</p>	<p>Talashina & Ngatno (2015)</p>	<p>Independent Variable:</p> <p>1. Compensation (Hasibuan, 2008)</p> <p>2. Motivation (Mathis, 2002), (Herzberg, 1990)</p> <p>Dependent Variable:</p> <p>1. Performance (Robbinson and Corners, 2000)</p> <p>Intervening Variable:</p> <p>Job Satisfaction (Herzberg, 1990)</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. There is significant effect of compensation to job performance of employee in RS Telogorejo Semarang</p> <p>2. Motivation has significant influence toward employee job satisfaction</p> <p>3. Employee performance is significantly influence by job satisfaction</p> <p>4. There is indirect effect of compensation to employee performance through job satisfaction</p>

5.	The Influence of Compensation toward Job Performance with Job Satisfaction as Variable Intervening (Case Study on Finance and Accounting Employee UNY)	Hidayah (2016)	<p>Independent Variable:</p> <p>1. Compensation</p> <p>Dependent Variable:</p> <p>1. Performance</p> <p>Intervening Variable:</p> <p>1. Job Satisfaction</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>1. Compensation has positive and significant relationship toward performance and employee satisfaction</p> <p>2. There is significant influence of compensation to employee performance through job satisfaction (partly)</p>
----	--	----------------	--	--	--

2.1.7 Influence of motivation toward job performance through job satisfaction

1. "The Effect of Work Motivation and Work Environment on Performance with Satisfaction as Intervening Variables" was investigated by Dafruddin & Heryanto (2019). The research, which was conducted at Andalas University, a sample of 187 educational staff of the Rectorate. The results of hypothesis testing showed that motivation and work environment positively and significantly affected employee Job Satisfaction with t value smaller than α ($0.001 < 0.05$) and ($0.000 < 0.05$). Hypothesis test results proved that employee performance was positively and significantly influenced by motivation and work environment with t value smaller than α ($0.000 < 0, 05$ and ($0.023 < 0.05$).
2. Research by Prabowo et al (2018) entitled "The Influence of Transformational Leadership and Work Motivation on Employee Performance Mediated by Job Satisfaction". Used a sample of 78 employees of Hotel Kartika Graha Malang. Leadership did not have an influence on employee performance, but had a positive effect on job satisfaction. Work Motivation had a significant influence on employee performance and job satisfaction. Motivation indirectly had a significant effect on performance through job satisfaction.
3. Research entitled "The Effect of Work Motivation on Employee Performance through Job Satisfaction" by Lusri & Siagian (2017). Revealed that work motivation had a positive effect on employee performance and job satisfaction with a statistical t value $2.374 > 1.96$ and $7.04 > 1.96$. Job satisfaction had a significant effect on Employee performance through the t statistic value of 7.184 which is greater than the requirement of the t statistic value > 1.96 . The results of hypothesis testing proved that there was an indirect effect of Job Satisfaction on Motivation on Employee Performance.
4. "The Influence of Motivation, and Work Environment, on Employee Performance, with Job Satisfaction as a Mediation Variable at PT BNI Life Insurance" by Hanafi & Yohana (2017). Used a sample of 220 employees participated in this study with data collection techniques including interviews and questionnaires. The results showed that motivation had an influence on performance with a t-value of $2.97 > t$ -table 1.96. The same result was also evident in the Motivation variable towards Job

Satisfaction with a t value of $2.31 > t\text{-table } 1.96$. The value of $t\text{-value} - 2.32 > t\text{-table } 1.96$ proved that there was a positive effect of motivation on performance mediated by job satisfaction.

5. The study entitled "The Effect of Compensation and Motivation on Employee Performance with Employee Satisfaction as an Intervening Variable at Pt Bank Negara Indonesia Batam Branch" by Heryenzus & Laia (2018). Involved a sample of 116 employees of PT BNI Batam branch. The results of hypothesis testing showed that compensation had a positive effect on employee job satisfaction. Employee performance was proven to be affected by compensation. Employee Job Satisfaction had a positive effect on Employee Performance.



No	Research's Title	Author	Variables	Similarity & Dissimilarity	Results
1.	The Effect Of Work Motivation And Work Environment On Performance With Satisfaction As Intervening Variables	Dafruddin & Heryanto (2019)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Motivation (Maslow, 1943) 2. Work Environment (Sedarmayanti, 2009) <p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Job Performance (Bernardin and Russel, 2003) <p>Intervening Variable:</p> <p>Job Satisfaction (Robbin, 2003) (Luthans, 2006)</p>	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Motivation on Job Performance through Job Satisfaction 2. It uses quantitative method <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<ol style="list-style-type: none"> 1. There is positive and significant effect of motivation toward employee job satisfaction 2. Work environment positively and significantly influence job satisfaction of employee 3. Work motivation has positive and significant effect on employee performance 4. There is positive and significant effect of work environment toward employee performance 5. Job satisfaction has positive and significant influence to performance of employee in UNAND Rectorate
2.	The Influence Of Transformational Leadership And Work Motivation	Prabowo, Noermijati, & Irawanto (2018)	<p>Independent Variable:</p> <ol style="list-style-type: none"> 1. Leadership (Bass & Avolio, 1997) 	<p>Similarity:</p> <ol style="list-style-type: none"> 1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction 2. It uses quantitative method 	<ol style="list-style-type: none"> 2. Leadership has no significant influence to employee performance 3. Leadership has significant influence on job satisfaction

	On Employee Performance Mediated By Job Satisfaction		<p>2. Work Motivation (Herzberg, 1966)</p> <p>Dependent Variable:</p> <p>1. Employee Performance</p> <p>Intervening Variable:</p> <p>1. Job Satisfaction (Rothfelder et al, 2013)</p>	<p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>4. Work motivation has significant influence on employee performance</p> <p>5. Job satisfaction has significant influence toward performance of employee</p> <p>6. Job satisfaction is fully mediated the influence of transformational leadership toward employee performance</p> <p>7. Job satisfaction is partially mediated the influence of work motivation toward employee performance</p>
3.	The Influence of Motivation on Job Performance through Job Satisfaction as Mediation Variable at Pt.	Lidia Lusri and Hotlan Siagian (2017)	<p>Independent Variable:</p> <p>1. Motivation (George, J.M., and Jones, 2005)</p> <p>Dependent Variable:</p> <p>1. Job Performance Suwondo dan Sutanto (2015)</p>	<p>Similarity:</p> <p>1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction</p> <p>2. It uses quantitative method</p> <p>Dissimilarity:</p> <p>It has different research site and sector which can be effect on different perspective of employee</p>	<p>2. Motivation has positive influence to employee job performance</p> <p>3. There is positive effect of motivation toward job satisfaction</p> <p>4. Job satisfaction positively influence job performance of employee</p> <p>5. Job satisfaction mediates the influence of motivation to employee performance</p>

	Borwita Citra Prima Surabaya		Intervening Variable: 1. Job Satisfaction (Sutrisno, 2016)		
4.	The Influence Motivation and Work Environment toward Employee Performance with Job Satisfaction as Mediation Variable at Pt Bni life insurance	Hanafi & Yohana (2017)	Independent Variable: 1. Motivation 2. Work Environment Dependent Variable: 1. Job Performance Intervening Variable: Job Satisfaction	Similarity: 1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction 2. It uses quantitative method 3. it has the same sector that is banking industry Dissimilarity: It has different research site which can be effect on different perspective of employee	2. Motivation has positive and significant influence toward performance 3. There is positive and significant effect of motivation to job satisfaction 4. Job satisfaction mediates the influence of motivation toward employee performance
5.	The Influence of Compensation and Motivation toward	Heryenzus & Laia (2018)	Independent Variable: 1. Compensation (Hasibuan, 2012)	Similarity: 1. It has the same objective, the effect of Compensation on Job Performance through Job Satisfaction 2. It uses quantitative method	1. Compensation has positive and significant influence to job performance of employee in PT BNI Cabang Batam

	Employee Performance through Job Satisfaction as Intervening Variable at Pt Bank Negara Indonesia Cabang Batam		<p>2. Motivation (Sanusi, 2012)</p> <p>Dependent Variable:</p> <p>1. Job Performance (Abdullah, 2014)</p> <p>Intervening Variable:</p> <p>1. Job Satisfaction</p>	<p>3. it has the same sector that is banking industry</p> <p>Dissimilarity: It has different research site which can be effect on different perspective of employee</p>	<p>2. There is positive influence of compensation toward employee job satisfaction</p> <p>3. Job satisfaction has positive and significant effect on employee job performance</p>
--	--	--	---	---	---

2.2 Theoretical Review

2.2.1 Compensation

2.2.1.1 The meaning of compensation

Milkovich & Newman (2004) stated that compensation refers to all forms of financial benefits and tangible services and benefits received by employees as part of a working relationship. Mondy (2016) defined compensation as the total of all benefits received by employees in exchange for services provided to the organization. Werther and Davis in Hasibuan (2008) stated that compensation is what employees receive in exchange for their work whether hourly wages or regular wages, the personnel department usually designs and arranges employee compensation.

According to Mondy (2016), compensation is classified into financial compensation and non-financial compensation.

2. Direct Financial Compensation

Direct financial compensation consists of benefits received by employees in the form of wages, salaries, commissions and bonuses.

3. Indirect Financial Compensation (Allowances)

Indirect financial compensation involves all financial benefits that are not included in direct financial compensation. This form of compensation includes all awards received indirectly by employees such as:

- a. Compulsory benefits: Social security, unemployment compensation, workers compensation, family leave and medical leave
- b. Optional benefits: paid leave, health care, life insurance, retirement plans, employee stock option plans, employee services, premium payments

4. Non-Financial Compensation

Non-financial compensation consists of the satisfaction a person receives from the job itself or from the psychological and / or physical environment in which the person works. This form of compensation includes:

- a. The work itself: tasks that are meaningful, challenging, fun, satisfying, imparting knowledge
- b. Work environment: good policies, competent manager, pleasant co-workers, appropriate status symbols, comfortable working conditions
- c. Workplace flexibility: time flexibility, job sharing, telecommuting

2.2.1.2 The Purpose Of Compensation

Mello (2015) stated that compensation is a major strategic area for organizations that has an impact on the ability of employers to attract applicants, retain employees, and ensure optimal performance levels of employees in meeting the strategic objectives of the organization. According to Samsuddin (2006), there are three main functions of compensation, namely:

- a. Efficient allocation of human resources. This function shows that the compensation given to employees can motivate them to work better.
- b. The use of human resources has become more effective and efficient. The compensation given to employees implies that the organization will use employees effectively and efficiently.
- c. Promote stability and economic growth. The compensation system will support organizational stability and overall economic growth.

In general, compensation management assists the company in achieving its goals and ensures internal and external fairness. Schuler & Jackson (1999) stated that compensation can be used to (a) attract people who have the ability and skills to join the organization, (b) retain employees, (c) achieve competitive advantage, (d) motivate employees to increase their productivity, (e) make payments based on the rule of law, (f) facilitate strategic objectives, (g) strengthen and define structures. According to Hasibuan (2008), the objectives of compensation include:

- i. Work Bonds

Compensation develops a partnership between the employee and the company in which the employees work well and the company repays them according to the agreement.

ii. Job satisfaction

Remuneration allows employees to meet their physical needs and social status to get job satisfaction.

iii. Effective Procurement

If the compensation program is set large enough, it will be easier to procure qualified employees.

iv. Motivation

High remuneration standards make it easier for superiors to motivate subordinates.

v. Employee Stability

The principle of fair and appropriate compensation and reward programs, competitive external consistency means that employee stability is guaranteed due to relatively small turnover.

vi. Discipline

High remuneration makes employees more disciplined. Employees will be aware of and comply with the rules properly.

vii. Trade Union Influence

Union influence can be avoided with a good compensation program, so that employees will only focus on the job.

viii. Government influence

Government intervention can be avoided if the compensation program is in accordance with the law

2.2.1.3 Factors Influencing Compensation

The compensation program can be influenced by a variety of factors. These factors challenge companies to determine compensation policies. Snell & Bohlander (2011) stated that there are two factors that affect compensation, namely internal factors and external factors.

1. Internal Factor

a. Organizational compensation strategy

Each organization must establish policies that reflect the alignment of employees' salaries and abilities, salaries paid relative to competitors, reward policies according to employee performance, administrative decisions regarding elements of the payment system such as overtime premiums, pay periods, and short-term or long-term incentives.

b. The value of work

Job evaluation is used to control and maintain the feasibility of a job. Job evaluations can provide insight into how work relates to organizational goals. In addition, properly assessing jobs serves to attract and retain the right talent to drive organizational performance.

c. Relative value of employees

Employees who have good performance will receive an award or merit in accordance with the policies of each organization. However, the organization must be stricter in determining the reward policy so that employees who get merit are truly worthy people.

d. The ability to pay

The level of employee productivity becomes a consideration for their wages, because it is an investment for the organization to save labor. In addition, the economic conditions and competitors faced by entrepreneurs can also significantly affect their ability to pay. Competition and recession can push prices down and reduce the income that is the source of compensation payments.

2. External Factors

a. Labor market conditions

The forces of supply and demand for labor help influence the level of pay required to recruit or retain competent employees. Labor unions can prevent employers from lowering the salary level even when unemployment is high among union members.

Government regulations can also prevent employers from paying market prices less than the minimum stipulated.

b. Regional salary rates (UMR)

The salary structure in the organization should match those of other organizations in the same area. Data relating to salary levels can be obtained from local wage surveys. Data from regional wage surveys can be used to prevent employment rates from being too low or too high compared to other organizations in the region.

c. Cost of living

The Consumer Price Index (CPI) is the basis for the organization in determining the amount of compensation that is affected by inflation. CPI represents changes in the average price of goods and services over time.

d. Collective bargaining

Bargaining regarding working conditions is generally carried out by labor unions with the aim of increasing real wages (greater than the CPI). Regions with strong trade unions tend to have higher wages. Companies that cannot bear the negotiated payments are threatened by inability to provide further employment which results in companies sending more of their work to areas with less union pressure

e. Official requirements

Managers must observe statutory limitations, agency decisions and court decisions to avoid litigation.

Hasibuan (2008) explained the factors that affect compensation:

a. Supply and demand

If the supply (job seekers) is more than the demand (job vacancies) it means that the compensation is relatively small, and vice versa.

b. Company Ability and Will

Compensation standards are based on the ability and willingness of the company.

c. Trade unions

The stronger the union means the higher the standard of compensation, and vice versa.

d. Work productivity

Higher productivity towards work indicates higher compensation.

e. Government with Law and Presidential Decree

The government by law and Presidential Decree sets a minimum wage limit. This regulation is established by the government to prevent the provision of improper compensation to employees. The government is obliged to protect employees from inappropriate actions.

f. Cost of living

The level of compensation can be determined by the standard of living in different areas. For example, the level of compensation in Jakarta is higher than that in Yogyakarta because the cost of living for the people of Jakarta is higher than that of the people of Yogyakarta.

g. Job position

A higher employee position receives greater compensation than a lower employee.

h. Education and Work Experience

The higher the level of education and work experience, the greater the level of compensation, because they have more skills and abilities.

i. National Economic Conditions

The level of compensation will be high if economic conditions are progressing

j. Type and Quality of Work

The level of difficulty and risk of a diver of work is the same as the level of salary, because it takes skill and accuracy to do it.

2.2.2 Motivation

2.2.2.1 The Meaning of Motivation

The term 'motivation' comes from the Latin word for movement (*movere*). Motives are reasons for doing something. Motivation is the strength and direction of behavior and the factors that influence people to behave in certain ways (Armstrong, 2014). Motivation is a series of encouraging someone to take action to achieve the desired goal (Sondang in Arif, 2019). Motivation is something that gives energy to individuals to take action and is related to choices made by individuals as part of goal-oriented behavior (Wregner & Miller in Yusoff et al, 2013). Setiawan (2015) defined motivation as energy that comes from within a person that awakens, directs and gives strength to stay in that direction to individuals in achieving a goal. Prabowo et al (2018) in his research said that work motivation can be interpreted as the strength possessed by someone who can increase their potential in carrying out an activity. Work motivation can come from within the individual itself and from outside the individual.

Hasibuan (2003) stated that motivation is a driving force that generates morale so that employees can cooperate, work effectively and are integrated with all their strengths and efforts to achieve satisfaction. Rivai (2009) states that motivation is a set of attitudes and values that influence individuals to achieve certain things according to individual goals. Attitudes and values are something that is not visible that provide the strength to encourage individuals to behave in accordance with efforts of goal achievement. The drive consists of two components, namely: the direction of behavior (working to achieve the goal), and the strength of the behavior (how strong the individual effort is at work). Gibson (1997) stated that the emergence of motivation is caused by a need as a result of the emergence of shortages in employees at a certain time so that needs can be met immediately.

According to George & Jones in the study of Lusri and Siagian (2017), motivation consists of several elements which include the direction of behavior, level of effort, and level of persistence which are described below:

- a. The direction of behavior is the behavior that a person chooses at work, measured by the desire to complete the job and obedience to the rules.
- b. The level of effort is how hard a person tries to work according to the behavior he chooses, measured by the seriousness of working and the desire to be better than before.

- c. The level of persistence is how hard the employee will continue to try to carry out the behavior he has chosen, measured by the desire to develop skills and advance the company as well as persistence in working even though the environment is less supportive.

2.2.2.2 The Purpose of Motivation

Hasibuan (2008) explains that the purpose of motivation include:

- a. Improving employee morale and job satisfaction
- b. Increasing employee productivity
- c. Maintaining employee stability
- d. Improving employee discipline
- e. Streamlining employee procurement
- f. Creating a good working atmosphere and relationship
- g. Increasing employee loyalty, creativity and participation
- h. Improving employee welfare
- i. Increasing employees' sense of responsibility for their duties
- j. Increasing efficiency in the use of tools and raw materials

2.2.2.3 Motivation Theory

According to Steers et al (2004) in Armstrong (2014), there are three types of motivation theory, namely instrument theory, content theory and process theory.

- a. Instrument Theory (Intermediation)

Mediation theory states that rewards and punishments are the best instruments that can be used to shape behavior. This assumes that people will be motivated to work if rewards and punishments are directly related to their performance; reward thus depends on effective performance. The theory of mediation has its roots in the scientific management method of Taylor (1911) who wrote: 'It is impossible, over a long period of time, to make workers work harder than the average male around

them unless they are convinced of a large and permanent increase in their pay (Armstrong, 2014).

b. Content Theory (Needs)

This theory focuses on the content of motivation in the form of needs. It is based on the belief that unmet needs create tension and a state of imbalance. The theory of needs according to several figures, includes:

1. Maslow's Hierarchy of Needs

Maslow's (1954) needs hierarchy identifies factors that motivate individual behavior based on the belief that people are motivated by unmet needs. Needs are usually described as a hierarchical level consisting of:

i Physiological needs

These are biological requirements for human survival, for example air, food, drink, shelter, clothing, warmth, sleep. Physiological needs are the most important because all other needs are secondary until these needs are met.

ii Security Needs

After the individual's physiological needs are met, the need for security and safety becomes important. People want to experience order, predictability, and control in their lives. For example, emotional security, financial security, law and order, freedom from fear, social stability, property, health and well-being (e.g. safety from accidents and injuries).

iii Social Needs

The third level of human need is social and involves a sense of belonging. The need for interpersonal relationships motivates behaviour. The examples include friendship, intimacy, trust, and acceptance, receiving and giving affection and love, affiliated, be part of a group (family, friends, work).

iv Needs Appreciation

Maslow classified this level into two categories: (i) self-esteem (dignity, achievement, mastery, independence) and (ii) desire for reputation or respect from others (eg, status, prestige).

v Self-actualization

It refers to the realization of one's potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) described this level as the desire to achieve everything that a person can, to be the best that he can be.

2. ERG (Alderfer) theory

Alderfer (1972) produced a more convincing and simpler theory, postulating three main categories of needs, namely:

- i. Existence needs such as hunger and thirst, salary, benefits and working conditions, etc.
- ii. The need for linkage, which recognizes that people are not independent units but must be involved in transactions with their human environment including acceptance, understanding, confirmation and influence are elements of the linkage process.
- iii. Growth needs, which involve people finding opportunities to be what they want to be most and be what they can be. This is the most important requirement. (Armstrong, 2014)

3. McClelland's Need Theory

McClelland (1961) proposed three needs theory of motivation that affects human behavior. In Juneja (2020) these needs include:

i. Needs Achievement

The need for achievement is the drive to excel, to perfect in terms of appropriate standards, to strive for success. Employees with achievement needs are motivated by competitive and challenging jobs related to high performance. Employees will have a strong urge to provide feedback on their achievements and assume that they are responsible for solving problems in the workplace. Employees with this

need will set targets for themselves and take risks to achieve those targets, look for innovative ways to carry out their work and view achieving goals as rewards.

ii. The Need for Power

The need for power is the desire to control and influence the behavior of others. Employees with a need for power tend to dominate others because they want to lead. Employees with more power and authority will perform better than those with less power. High-power employees are more determined and loyal to the organization that can support the organization to achieve its goals.

iii. Needs for Affiliation

The need for affiliation is the need for open and friendly interpersonal relationships. Employees desire to have a friendly and supportive environment because they want to be liked by others. Employees with a high need for affiliation prefer to work in a wider environment of personal interaction because they want to be accepted and liked by others.

4. Herzberg Dual-Factor Theory

According to Herzberg (1957), the two-factor theory determines the factors that cause job satisfaction while other factors prevent job dissatisfaction. These factors include hygiene factors and motivational factors as described below:

i. Hygiene factor

Hygiene factor is extrinsic in the job, which symbolizes the physiological needs that individuals expect to be fulfilled because it can cause dissatisfaction if not met. Hygiene factor is the factor that can make employees feel satisfied if adequate. This factor includes salary, company policies, benefits, physical conditions of work, status, interpersonal relationships, and job security.

ii. Motivation Factor

This factor produces positive satisfaction and is usually attached to the job. This factor is also called satisfier which motivates employees to excel performance. Thus, it is intrinsically beneficial to employees. Motivational factor includes recognition, a sense of achievement, opportunities for growth and promotion, responsibility, meaningfulness of work.

c. Process theory

In process theory, the emphasis is on psychological or mental processes and forces that influence motivation, as well as on basic needs. It is also known as cognitive theory because it refers to people's perceptions of their work environment and the way they interpret and understand it (Armstrong, 2014). Process theory includes:

1. Expectancy Theory

This theory was first introduced by Vroom (1964) which states that motivation will be high when individuals try to get an award or reward. Vroom (1964) in Setiawan's (2015) study divides the theory of expectation into three components including:

i. Valence

Valence refers to the strength of one's preference for reward. This is an expression of the level of a person's desire to achieve a goal. If a person would rather not get a result than get it, the valence of that outcome is negative. If one is not paying attention to an outcome, the valence is 0. The entire valence ladder goes from -1 to +1.

ii. Expectancy

Expectancy is the degree of confidence that work effort will result in the completion of a task. Expectations are expressed as the probability of an employee's estimate of the degree to which achievement is determined by the effort made. Since expectation is the relationship between effort and achievement, the value can go from 0 to 1. If an employee does not see the possibility that his or

her efforts will result in the desired achievement, the expectation is 0, while an employee who is very confident that the task can be completed, the expected value is 1.

iii. Instrumentality

Instrumentality shows employees' confidence that they will get a reward if the task can be completed. The value of instrumentality also goes from 0 to 1. If an employee views that promotion is based on achievement data, instrumentality will be of high value. However, if the basis for the decision is not clear, then he will estimate the probability is unlikely.

2. Equity Theory

Adams (1965) defined equity theory as concerned with people's perceptions of how they are treated in comparison to others. He proposed that employees assess their fairness or reward (results) in relation to effort or their qualifications (input) and they do it by comparing their own input / output ratio with others (Armstrong, 2014).

2.2.3 Job Satisfaction

2.2.3.1 The Meaning of Job Satisfaction

Job satisfaction is generally an individual matter because of the different perspectives of each employee based on their respective standard values. The higher satisfaction indicators that correspond to the employees mean the greater job satisfaction they feel. Luthans (2011) stated that job satisfaction is the result of employees' perceptions of how well their jobs provide things that are considered important. Hasibuan (2008) defined job satisfaction as a pleasant emotional attitude and loves his job. This attitude is reflected in morale, discipline and work performance. Jugde and Hurst (2008) in Theresia et al (2018) 's research defined job satisfaction as a general attitude and positive emotional state that reflects an effective, reactive, or effective assessment of someone's work experience that conveys the meaning of work. According to Handoko (2008), job satisfaction is a pleasant or unpleasant emotional state towards the way employees perceive their work. Job satisfaction reflects a person's feelings about his job. Zidle (2020) stated that job

satisfaction is related to a person's feelings or state of mind regarding the nature of his job. Armstrong (2014) stated that job satisfaction is the attitude and feelings a person has towards their job. Positive and unpleasant attitudes toward work indicate job satisfaction, while negative and unpleasant attitudes toward work indicate job dissatisfaction.

2.2.3.2 Factors Affecting Job Satisfaction

The factors that affect job satisfaction can be divided into two groups, namely intrinsic and extrinsic factors. The intrinsic factor comes from within the employee and is carried by each employee since he starts working in his workplace. Extrinsic factors come from outside the employee, including the physical condition of the work environment, interactions with other employees, the payroll system and so on (Darma & Supriyanto, 2017). Therefore, As'ad (2004) quoted by Rachmawati (2018) determines the factors that affect employee job satisfaction, including:

a. Financial Factor

Financial satisfaction Factor includes financial needs needed for daily needs including salary, social security, benefits, facilities and promotions.

b. Psychological Factor

Psychological factor is related to employee psychology which includes interest, calmness at work, attitudes towards work, talents and skills.

c. Physical Factor

Physical factor is the factor related to the physical conditions of the work environment and the physical conditions of employees, this includes the type of work, working time arrangements, work equipment, room conditions, temperature, air circulation, employee health, age, etc.

d. Social Factor

Social factor is the factor that relates to employee social interactions between employees, their superiors, or other co-workers of different types of work.

According to Gilmer in As'ad (2004) job satisfaction can be influenced by various factors which include:

a. Opportunity for advancement

In this case, there is an opportunity to gain experience and improve skills while working

b. Job security

This factor is often referred to as supporting job satisfaction, for both male and female employees. Safe conditions greatly affect the feelings of employees while working

c. Salary

More pay causes dissatisfaction and people rarely express job satisfaction with the amount of money earned

d. Job management

Good work management is one that provides a stable working situation and conditions, so that employees can work comfortably

e. Working conditions

Workplace conditions include place, ventilation, lighting, canteens, and parking lots.

f. Supervision

For employees, a Supervisor is considered a father figure as well as a boss. Poor supervision can result in absences and turnovers.

g. Satisfaction with the skill requirements set by the company

The attributes that exist in a job require certain skills. Difficulty and ease and pride of duty will increase or decrease satisfaction.

h. Communication

Smooth communication between employees and leaders is widely used to enjoy their positions. In this case, the leadership's willingness to listen to, understand and acknowledge the opinions or achievements of their employees plays a major role in creating job satisfaction.

i. Social aspects of the workplace

The social aspect is one attitude that is difficult to describe but is seen as a factor that supports job satisfaction or dissatisfaction.

j. Amenities

Hospital facilities, paid leave, pension funds, or housing are the standards of a position and if these can be fulfilled, it will create a sense of satisfaction

2.2.3.3 Indicator of Job Satisfaction

Luthans (2011) defined three dimensions of job satisfaction. First, job satisfaction is an emotional response to a work situation because it cannot only be seen, but summarized. Second, job satisfaction is often determined by how well results meet or exceed expectations. Employees will feel satisfied if treated fairly, then tend to have a positive attitude towards their work, and vice versa. Third, job satisfaction represents several related attitudes. There are five most important characteristics of a job that makes employees satisfied including:

- a. The work itself. The degree to which work provides individuals with interesting assignments, opportunities to learn, and opportunities to accept responsibility.
- b. Pay. The amount of financial wages received and the extent to which this is seen as equal in comparison to others in the organization.
- c. Promotion opportunities. Opportunities for advancement in the organization.
- d. Supervision. The supervisor's ability to provide technical assistance and behavioral support.
- e. Co-workers. The extent to which colleagues are technically proficient and socially supportive.

2.2.4 Job Performance

2.2.4.1 The Meaning of Job Performance

Employee performance represents how well the employee meets the requirements of a job. Armstrong (2014) defined performance as behavior to achieve results. Rivai (2004) stated that performance is a function of motivation and ability to complete a task or a job with a certain degree of willingness and ability. Performance is a real behavior that is displayed by everyone because the work performance produced by employees is in accordance with their role in the company. Furthermore, Mangkunegara in Pratidina (2017) stated that employee performance is the result of

performance in quality, quantity, and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

Vroom (1964) argues that performance is the extent to which a person's success rate in completing his work, which is commonly referred to as the "level of performance". Employees with a high level of performance are referred to as productive or high-performing employees. On the other hand, employees who cannot reach the standard are called unproductive or underperforming employees. The level of employee performance certainly has various factors that make employees motivated and enthusiastic at work. Gibson (2000) quoted from Subekti & Setyadi (2016) determined three factors that affect performance, namely:

- a. Individual factors: abilities, skills, family background, work experience, social and demographic levels
- b. Psychological factors: perceptions, roles, attitudes, personality, motivation, and job satisfaction
- c. Organizational factors: organizational chart, job design, leadership, reward system

2.2.4.2 Performance Evaluation

To determine the level of performance of employees in the company, a performance evaluation is required which can be carried out on a monthly or annual basis. Generally, performance evaluation or so-called "performance appraisal" is carried out to provide feedback to employees in an effort to improve their work compared to the past and to increase organizational productivity. Performance evaluation is a way to compare the achievement of each employee with the indicators assigned to them (Anthony et al, 2007). Mathis & Jackson (2010) defined job appraisal as the process of determining how well employees are doing their job relative to standards and communicating that information to them. Performance appraisal is carried out to suppress undue behavior and to stimulate and enforce desired behavior through performance results and rewards (Mulyadi, 2001). Performance appraisals tell the company what actions can be taken with regards to improving performance, such as a training program. In addition, the company can determine the appropriate rewards for employees according to their performance.

2.2.4.3 The Purpose of Performance Evaluation/ Appraisal

According to Mello (2015), performance appraisal consists of 5 (five) objectives, namely:

a. **Facilitating Employee Development**

By assessing deficiencies in performance and skill levels, the organization can determine specific training and development needs. This feedback process can be designed to provide information to drive training programs and organizational development. Assessing the strengths and weaknesses of individuals and teams can enable creation of employee and team development plans.

b. **Determining Appropriate Rewards and Compensation**

Performance measurement contains the data that an organization needs to determine rewards and compensation. Therefore, employees must understand and accept the performance feedback system as a prerequisite for accepting decisions made regarding rewards and compensation.

c. **Increase Employee Motivation**

Performance measurement as a formal process that allows employee recognition and praise which can reinforce behaviors and outcomes that benefit the unit or organization. Employees can be told specifically what the organization expects from them and employees can tell employers about the types of assignments and responsibilities they want.

d. **Facilitating Legal Compliance**

Employees can claim unfair dismissal if the organization has documentation of underperformance.

e. **Facilitating Human Resource Planning Process**

Performance data can alert the organization to deficiencies at the overall level and focus on employee skills and can be used in planning future staffing needs relative to employees' current skills and abilities.

2.2.4.4 Indicator of Job Performance

There are several indicators that become benchmarks in assessing employee performance, namely work quantity, work quality, work knowledge, creativity, cooperation, dependency, initiative, and personal qualities (Gomes, 2003). Mangkunegara (2012) establishes six criteria for evaluating performance as follows:

- a. Quality of work (how well the employee does his job)
- b. Quantity (how many tasks can be completed in a given period of time)
- c. Timeliness (given time well spent)
- d. Effectiveness (maximizing use of costs, technology, etc.)
- e. Independence (ability to work independently)
- f. Work commitment (can commit to the organization without being pushy)

Furthermore, Bernadin and Russel (2003) detail the performance appraisal indicators into:

- a. Quality

Quality is the level at which the process or result of completing an activity is near perfect

- b. Quantity

The quantity of production produced can be expressed in units of currency, number of units, or number of cycles of activities completed.

- c. Punctuality

Timeliness is a condition in which an activity can be completed, or a production result can be achieved, which at the beginning the time is determined at the same time to coordinate with the results of other products and maximize the time available for other activities.

- d. Cost effectiveness

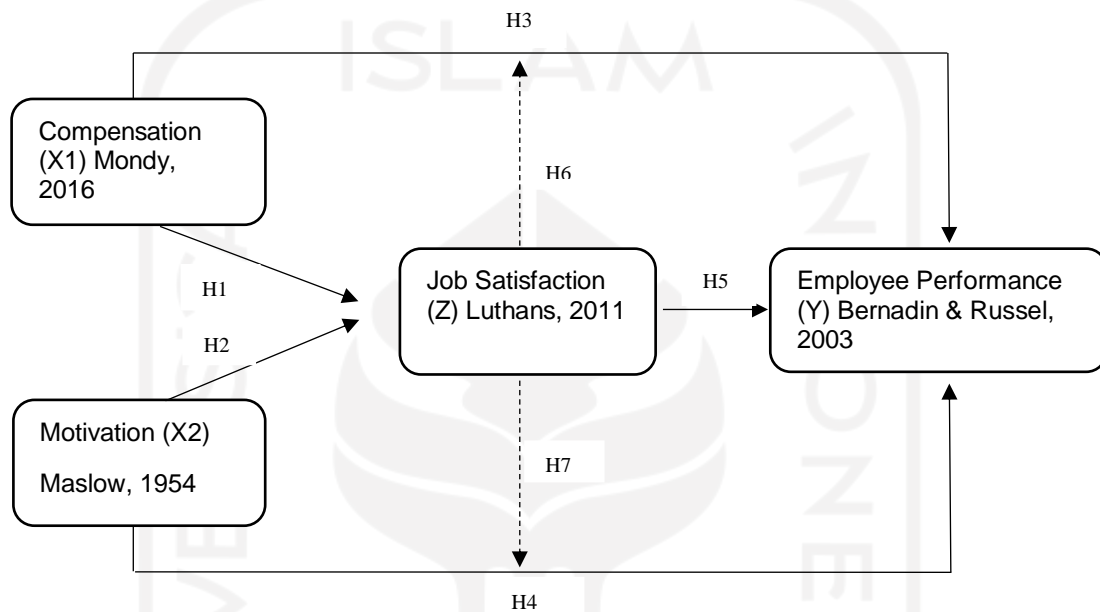
That is the degree to which organizational resources, such as human, financial, technological, raw materials can be maximized in the sense of

obtaining the highest profit or reducing losses arising from each unit or example of the use of existing resources.

e. Relations between individuals

It is the level at which an employee is able to develop feelings of mutual respect, goodwill and cooperation between employees and subordinates.

2.3 Theoretical Framework



2.4 The Relationship Among Variable

2.4.1 The influence of compensation toward job satisfaction

Compensation can affect employee job satisfaction. Compensation is a form of reciprocity from a company to its employees as an appreciation for the contribution that has been given to the company. Of course, good compensation must be appropriate and fair to every employee. Companies can provide compensation based on job positions, abilities, experience, and types of tasks assigned to employees. If the compensation provided is in accordance with what the employees expect, then their job satisfaction will also increase. Hasibuan (2008) states that the reciprocity (compensation) given by the company can increase job satisfaction because the daily needs and social status of employees are met. This is reinforced by research by Abadi & Renwarin (2017) which shows that compensation significantly affects employee job satisfaction. According to research by Darma and Supriyanto (2017), it is proven

that compensation has a direct and significant effect on employee job satisfaction. Research by Rozzaid et al (2015) shows that compensation partially affects employee job satisfaction. Based on the explanation above, hypothesis 1 is proposed as follows:

H1: Compensation has an effect on employee job satisfaction

2.4.2 The influence of motivation toward job satisfaction

Motivation is a drive from within a person to do something according to what he wants. Motivation can arise because of external stimuli such as completing tasks that have been given as responsibility in the company. This study uses Maslow's (1954) motivation theory which defines motivation based on 5 levels, namely physiological, safety, social, reward, and self-actualization needs. Meeting these needs can affect employee job satisfaction. When all needs are increasingly fulfilled, employee job satisfaction will increase. According to research by Ali et al (2016), motivation is a good policy because it can increase work effectiveness between employees and companies. The study proves that motivation significantly affects employee job satisfaction. Research by Juniari et al (2015) shows that motivation has a significant effect on employee job satisfaction. Arifin's research (2015) proves that work motivation significantly affects employee job satisfaction. Based on the explanation above, hypothesis 2 is proposed as follows:

H2: Motivation has an effect on employee job satisfaction

2.4.3 The influence of compensation toward job performance

Compensation is a company reciprocity that is most important to employees. In addition to salaries and benefits, non-financial compensation such as types of duties and work environment can affect employee performance. According to Irawan (1997), compensation can increase employee productivity. Employees who are sincere and work hard will be rewarded by the company. This causes employees to improve their performance. A research by Rizal et al (2014) proved that compensation affects employee performance in the company. Research by Uwizeye & Muryung (2017) proves that compensation affects employee performance in the company. Therefore, hypothesis 3 is proposed as follows:

H3: Compensation has an effect on employee performance

2.4.4 The influence of motivation toward job performance

Based on research by Theresia et al (2018), it is evident that motivation can affect employee performance at the Indonesian Institute of Technology. The same result is also proven by Setiawan's research (2015) that motivation significantly affects employee performance. Research by Yunarifah & Kustiani (2012) proves that there is a significant influence between employee motivation and performance. Motivation is the power and direction of behavior and the factors that influence people to behave in certain ways. High performance is achieved by well-motivated people who are ready to make discretionary endeavors that is, independently do more than is expected of them (Armstrong, 2014). Based on this description, hypothesis 4 is proposed as follows:

H4: Motivation has an effect on employee performance

2.4.5 The influence of job satisfaction toward job performance

Job satisfaction is an employee's emotional behavior towards his job such as a pleasant task, a comfortable work environment, and good co-workers. When employees are satisfied, then they will like their work, which means that the employee's performance will be better. According to research by Sari & Ardana (2016), it shows that job satisfaction has a positive and significant effect on employee performance. Research by Rahmawati & Kurnia (2017) proves that there is a positive and significant influence between employee job satisfaction and performance. It is proven from research by Sudiarditha, Susita, & Kartini (2019) that job satisfaction has a positive effect on employee performance. Based on the explanation above, hypothesis 5 is proposed as follows:

H5: Job satisfaction has an effect on employee performance

2.4.6 The influence of compensation toward job performance through job satisfaction as intervening variable

Mondy (2016) states that compensation can affect employee behavior such as job satisfaction. When job satisfaction increases, performance will also increase. Appropriate compensation enables employees to meet daily needs and additional needs such as buying a car, eating at a restaurant, etc. which can affect their satisfaction at work, so that they are more productive at work. Based on research by

Talashina & Ngatno (2020) it proves that compensation affects employee performance through job satisfaction. Research by Hidayah (2016) shows that compensation has an indirect effect on employee performance through job satisfaction. Based on the explanation above, it can be proposed that:

H6: Compensation has indirect effect on employee performance through job satisfaction

2.4.7 The influence of motivation toward job performance through job satisfaction as the intervening variable

Motivation is an impetus to spur someone to do something. When employees have the incentive to do a good job, they will tend to like their work which makes them work more productively. According to research by Dafrudin & Heryanto (2019), it is proven that motivation has a positive influence on employee performance through job satisfaction as the intervening variable. Research by Prabowo, Noermijati, & Irawanto (2018) shows that motivation affects employee performance through job satisfaction. Research by Lusri & Siagian (2017) proves that job satisfaction acts as the mediator between motivation and employee performance. Based on the explanation above, hypotheses 7 is proposed as:

H7: Motivation has indirect effect on employee performance through job satisfaction

Chapter 3

Research Methodology

3.1 Research Approach

The approach in this study uses quantitative methods, namely testing the objective theory by examining the relationship between variables. These variables, in turn, can be measured, usually on instruments, so that numbered data can be analyzed using statistical procedures (Creswell, 2009).

3.2 Research Site

This research was conducted at the Regional Development Bank (BPD) in the Special Region of Yogyakarta, Sleman Branch Office, which is located at Jl. Magelang km 11 Tridadi, Sleman, Phone (0274) 868866, 869583, Fax (0274) 868326.

3.2.1 Company's Profile

DIY Regional Development Bank (BPD) is a Regional Owned Enterprise in the Special Region of Yogyakarta. Established on December 15, 1961 until now, Bank BPD DIY has 175 service points spread throughout the Yogyakarta Region, consisting of 1 Head Office, 7 Branch Offices, 15 Sub-Branch Offices, 73 Cash Offices, 22 Payment Point Offices, 6 Offices car cash fleet and 55 ATM machine locations as well as 4 sharia service offices. Currently, the legal basis for the establishment of Bank BPD DIY is the Yogyakarta Special Province Regional Regulation Number 2 of 1993, junctis Regional Regulation Number 11 of 1997 and Number 7 of 2000. The purpose of establishing a bank is to help encourage economic growth and regional development in all fields and as a source of regional income in order to improve the standard of living of the people at large. Bank BPD DIY is one of the tools for regional autonomy in the banking sector which has the task of being a driving force, driving the pace of regional development, as a holder of regional cash / saving regional money, and as a source of regional income and running its business as a commercial bank.

3.2.2 Vision and Mission

Vision: *"To be a Trusted, Special and Community's Choice Bank"*

Mission: • *Providing solutions to people's financial needs by providing a memorable banking experience.*

- *Carrying out prudent principles and apply ethical business to increase corporate value.*
- *Achieving superior, integrity and professional human resources.*
- *Developing a competitive advantage with excellent service and innovative products based on culture to become a sustainable Regional Champion.*
- *Carrying out the function of a Development Agent that focuses on developing the MSME sector, encouraging regional economic growth and protecting the environment.*

3.3 Population and Sample

Population is a whole group of people, events, or things of interest that the researcher wants to investigate. The sample is part of the population consisting of selected members (Sekaran, 2003). In this study, the population is all employees of the Bank BPD Yogyakarta Special Region, Sleman Branch Office, amounting to approximately 200 people. Furthermore, the sampling was carried out by simple random technique. Simple random technique is a sampling technique from members of the population that is carried out randomly regardless of the strata in the population (Sugiyono, 2018). In this random technique, every person has the same opportunity to be chosen as the sample in the research. The sample used in this study is part of the population amounting to 100 people.

3.4 Data Collection Technique

The types of data used are primary data and secondary data. Primary data is the information obtained directly by researchers about the variables of interest for specific research purposes. Secondary data is the information collected from existing sources (Sekaran, 2003). The primary data in this study is a questionnaire that has been filled out by the respondents. Meanwhile, the secondary data in this study include journal articles, books, and official websites.

The data collection technique in this research is in the form of distributing questionnaires to respondents. Questionnaire is a series of pre-formulated written questions in which respondents record their answers (Sekaran, 2003). Each answer point is arranged

using a Likert scale. Developed in 1932 by Rensis Likert, the Likert scale is used to measure attitudes. Usually the Likert scale is a 5 or 7 point ordinal scale used by respondents to assess the extent to which they agree or disagree with a statement (Sullivan et al, 2013). In the Likert scale the variables will be measured and translated into indicator variables, then the indicators are used as a starting point for arranging instrument items which can be in the form of statements or questions. In writing this thesis, for each item of each of the indicator above, both the independent variable and the dependent variable are used as the basis for making a questionnaire whose answers are given a score as follows:

1. Strongly Disagree (STS) = given a score of 1
2. Disagree (TS) = given a score of 2
3. Doubt (R) = given a score of 3
4. Agree (S) = given a score of 4
5. Strongly Agree (SS) = given a score of 5

3.5 Research Variable

In this study, three kinds of research variables were used, namely the independent variable, the dependent variable, and the mediating variable. A research variable is anything that can take on different or varied values. Values can be different at different times for the same object or person, or at the same time for different objects or people (Sekaran, 2003).

1. Independent Variable (X)

According to Sekaran (2003), the independent variable is one that affects the dependent variable either positively or negatively. When the independent variable exists, the dependent variable also exists, and with each unit increase in the independent variable, there is also an increase or decrease in the dependent variable. The variance in the dependent variable is recorded by the independent variable. In this study the independent variables are Compensation (X1) and Motivation (X2).

2. Dependent Variable (Y)

The dependent variable is the variable that is influenced by the independent variable. In this study the dependent variable is Employee Performance (Y).

3. Mediation Variable (Z)

The intervening variable is the variable that appears between the time the independent variable starts operating to influence the dependent variable and the time the impact is felt. This helps to conceptualize and explain the effect of the independent variable on the dependent variable (Sekaran, 2003). The intervening variable in this study is Job Satisfaction (Z).

3.6 Operational Definitions of the Variables

3.6.1 Compensation (X1)

According to Mondy (2016), compensation is all awards received by employees in return for their contribution to the organization. Here are the indicators that used in this study.

- a. Salary
- b. Bonus/ commission
- c. Benefits program
- d. The work itself
- e. Work environment

3.6.2 Motivation (X2)

According to Wregner and Miller in Yusoff et al (2013) motivation is something that encourages individuals to take action and is related to choices made by individuals as part of goal-oriented behavior. Maslow (1954) states that humans are motivated by various needs and these desires appear sequentially, as follows:

- a. Physiological Needs
- b. Security Needs
- c. Social Needs
- d. Needs Appreciation
- e. Self-actualization

3.6.3 Job Performance (Y)

Mangkuprawira & Hubeis (2007) describe that employee performance is the result of work both in quality and quantity achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them. Bernadin & Russel (2003) establish five indicators for evaluating employee performance:

- a. Quality of work: the degree to which the process or result of the completion of an activity is near perfection
- b. Quantity: the total production produced
- c. Timeliness: how long it takes the work to be completed, or a production result can be achieved
- d. Cost effectiveness: maximizing the cost of completing work such as finance, technology, raw materials
- e. Interpersonal relationships: mutual respect and cooperation between employees and subordinates

3.6.4 Job Satisfaction (Z)

According to Handoko (2008), job satisfaction is a pleasant or unpleasant emotional state towards the way employees perceive their work. Jugde & Hurst (2008) defines job satisfaction as a general attitude and positive emotional state that reflects an effective response, reaction, or effective assessment of a person to work experience that conveys the meaning of work. Luthans (2011) establishes several indicators of employee satisfaction, including:

- a. The work itself
- b. Rewards
- c. Promotion opportunities
- d. Supervision
- e. Co-workers

3.7 Data Analysis Methods

This study uses data analysis methods in the form of:

1. Descriptive statistical analysis

Descriptive statistical analysis is used to analyze data by describing the collected data which is used to describe the characteristics of the research and respondents (Sugiyono, 2014). According to Ghazali (2009), descriptive statistics describe a data seen from the mean value, standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewness (slope distribution).

2. Test Instrument Data

a. Validity

The validity test is used to determine the validity of a data. This measurement is carried out through a bivariate correlation between each indicator that has been compiled using a scale. According to Sugiyono (2016), the data collected is analysed by calculating the correlation value in which the indicator is said to be valid if it has a correlation coefficient $r_{count} > r_{table}$ or with a significance (2-tailed) of 5%, the data can be said to be valid if the calculation results show a significance < 0.05 . In this study, the technique used to test the validity of the data is Pearson Correlation which is calculated by SPSS.

b. Reliability

The reliability test shows the level of stability or consistency of the respondent's answers by comparing the questions to measure the correlation of each answer to the question. Reliability test is used to determine whether the questionnaire in the study can be trusted as a data collection tool, so that it can be relied on in measuring variables (Raharjo, 2014). This study uses the Cronbach's α (alpha) coefficient as the reliability coefficient to calculate the correlation between answers; the results are positive if Cronbach's α approaches 1 (Sekaran, 2003).

3. Classic Assumption Test

a. Normality test

According to Ghazali (2009), the normality test aims to test whether the confounding or residual variables in the regression model have a normal distribution. If there is normality, the residuals will be normally and independently distributed. That is, the difference between the predicted value and the actual score or the error will be symmetrically distributed around the zero mean value. To detect data normality, it

can be done by using the Kolmogorov-Smirnov test (Rosita, 2016). In the Kolmogorov-Smirnov test, if the value is greater than 0.05, the data distribution is declared to meet the normality assumption, and if the value is less than 0.05, it is interpreted as abnormal (Hidayat, 2012).

b. Multicollinearity Test

The multicollinearity test shows that if two or more independent variables in the multiple regression model have high correlation, it means that the regression coefficient estimate is unreliable (Sekaran, 2003). The multicollinearity test can be detected using the calculation of the Variance Inflation Factor (VIF) value and the tolerance value. If the VIF value is less than 10, multicollinearity does not occur, and vice versa. If the tolerance value is greater than 0.10, multicollinearity will not occur (Ghozali, 2009).

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an unequal variation from the residual value from one observation to another. If the residual variance value is constant, it is called homoscedasticity. Conversely, if the residual variance is different, it is called heteroscedasticity. The regression value is said to be good if there is no heteroscedasticity (Ghozali, 2009). In this study, the Glejser test is used to find out heteroscedasticity symptoms:\

1. If the significant value (sig.) is greater than 0.05 then there is no symptom of heteroscedasticity in the regression model
2. If the significant value (sig.) is less than 0.05, there is a symptom of heteroscedasticity in the regression model

4. Multiple Linear Regression Analysis

The multiple linear regression equation is an equation model that describes the relationship of two or more independent variables (X) and the dependent variable (Y) (Yuliara, 2016). In this study, multiple linear regression analysis was used in Compensation (X1) and Motivation (X2) as the independent variables, Employee Performance (Y) as the dependent variable, and Job Satisfaction (Z) as the intervening variable. Multiple linear regression analysis can only be done after the classical

assumption test is fulfilled which includes the normality test, multicollinearity, and heteroscedasticity.

5. Coefficient of Determination (R²)

The coefficient of determination (R²) serves to know and explain the extent to which the contribution of the influence of the independent variable (X) to the dependent variable (Y) together (Raharjo, 2017). The coefficient of determination shows the proportion of variance in the dependent variable that can be predicted from the independent variable (Ghozali, 2009). The value of R² is always positive and ranges from 0 to 1. If the value of R² is greater, the ability of the independent variable to explain the dependent variable in the regression model is greater. If a value is greater than 0.5, the coefficient of determination is good. On the other hand, the coefficient of determination is said to be not good if the value is less than 0.5 (Andhika, 2020).

6. F Test

The f test is used to determine whether there is an effect of independent variables simultaneously or together on the dependent variable (Ghozali, 2009). This present study used a significance level of $\alpha = 0.05$ (5%). There are two ways that can be used as a reference in calculating the f test, namely comparing the significance value and comparing the calculated f value with the f table.

a. Based on the significance value or output of ANOVA

If the value is sig. <0.05, then the hypothesis is accepted, which means that the independent variable affects the dependent variable simultaneously. If the value is sig. >0.05, then the hypothesis is rejected.

b. Based on the comparison of the calculated f value with the f table

If $f_{\text{count}} > f_{\text{table}}$, the hypothesis is accepted, which means that the independent variable affects the dependent variable simultaneously. If $f_{\text{count}} < f_{\text{table}}$, the hypothesis is rejected.

7. T Test

The t test is used to test the hypothesis in multiple linear regression analysis which aims to determine whether the independent variable (X) partially affects the dependent

variable (Y) (Raharjo, 2015). The test uses the significance level $\alpha = 0.05$. The decision making in the t test calculation is as follows:

- a. If the significance value (Sig.) < 0.05 probability, then there is an effect of the independent variable on the dependent variable or the hypothesis is accepted.
- b. If the significance value (Sig.) > 0.05 probability, then there is no influence of the independent variable on the dependent variable or the hypothesis is rejected

8. Path Analysis

Path analysis explains the indirect effect provided by the independent variable (X) through the intervening variable (Z) on the dependent variable (Y). To test the mediating or intervening variables, the path analysis method is used, in this study is job satisfaction. Path analysis is a further part of regression analysis to determine the causal relationship between pre-existing variables (Ghozali, 2013). In this study, the path analysis calculation used a significant level of 5% (0.05). Testing the mediation hypothesis also can done with a procedure developed by Sobel test. Sobel test carried out by testing the strength of indirect effect of independent variable to dependent variable through intervening variable. The formula of Sobel test can be seen below.

$$z = \frac{ab}{\sqrt{(b^2 SE_a^2) + (a^2 SE_b^2)}}$$

Description:

a = regression coefficient of independent variable on dependent variable

b = regression coefficient of mediating variable on dependent variable

SE_a = standard error of estimation from a

SE_b = standard error of estimation from b

Chapter 4

Discussion

This chapter presents the research results on the effect of compensation and motivation on performance mediated by employee job satisfaction. The data used in this study are primary data obtained from the results of respondents' answers through questionnaires. In accordance with the explanation in chapter 3, in testing the hypotheses the researcher uses analytical techniques including descriptive analysis, validity and reliability tests, classical assumption tests, multiple linear analysis, R², and path analysis

4.1 Descriptive Analysis

4.1.1 Characteristic Descriptive Respondent

Descriptive analysis of respondents explaining the employee profile of BPD DIY, Sleman Branch Office consisting of age, gender, and length of work can be seen below.

a. Gender

Based on the questionnaire that has been distributed to 100 respondents, Table 4.1 presents the gender-based data classification:

Table 4.1

Classification Based on Gender

Gender	Quantity	Percentage (%)
Male	58	58%
Female	42	42%
Total	100	100%

Source: primary data processed 2021

From the data above, it is known that out of 100 employees, 58 are male employees or 58% and 42 female employees or 42%. This indicates that the ratio of male and female employees at Bank BPD Yogyakarta Special Region is not too significant, so it can be said that both male and female employees have the same opportunity to work in the company.

b. Age

From the results of the questionnaires that have been collected, Table 4.2 below displays the data related to age.

Table 4.2
Classification based on age

Age	Quantity	Percentage
< 20 years old	0	0%
20 - 30 years old	63	63%
30 - 40 years old	29	29%
> 40 years old	8	8%
Total	100	100%

Source: primary data processed 2021

Based on the data above, it is known that from 100 research respondents, 63% or 63 respondents are 20-30 years old, 29% or 29 respondents are 30-40 years old and 8% or 8 respondents are more than 40 years old, while respondents are less than 20 years old year in the amount of 0%. Thus it can be concluded that the majority of employees of Bank BPD DIY are in productive age, namely 20-30 years.

c. Length of work

Table 4.3 below demonstrates the respondents data based on length of work.

Table 4.3
Classification based on length of work

Length Of Work	Quantity	Percentage
<1 years	16	16%
1-5 years	48	48%
6-10 years	27	27%
>10 years	9	9%
Total	100	100%

Source: primary data processed 2021\

From the data on the classification of respondents based on the length of work above, it can be seen that the respondents who worked for less than 1 year reached 16% or 16 people, 48% for 1-5 years of work or 48 people, 6-10 years as many as 27% or 27 people, and more than 10 years as many as 9% or 9 people. Based on these results, it can be concluded that the majority of employees of BPD DIY Sleman Branch have worked for 1-5 years.

4.1.2 Descriptive Analysis of Variables

Based on statistical analysis of research variable data which includes Compensation, Motivation, Job Satisfaction, and Employee Performance which is processed using SPSS version 21 software, the results are obtained in the table below:

Table 4.4

Statistical Data Analysis of Research Variable

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Compensation (X1)	100	2.85	4.85	3.7994	.43001
Motivation (X2)	100	2.18	5.00	3.7243	.48532
Job Satisfaction (Z)	100	3.00	5.00	3.8444	.43702
Job Performance (Y)	100	3.00	5.00	3.8748	.46141
Valid N (listwise)	100				

Source: primary data processed 2021

The results of the processed data in Table 4.4 show the minimum, maximum, mean value of the respondents' answers, and the standard deviation. Based on the average number of respondents' answers, Motivation has the minimum value of 2,18. The maximum value of 5 is on Motivation, Job Satisfaction, and Job Performance. Job Performance has the highest Mean value of 3,87 and the lowest is Motivation 3,72. All of the standard deviation is below the Mean value, which means all the questionnaire are distributed equally. Based on this data, the following intervals are obtained for each respondent's answer:

$$\begin{aligned}\text{Interval} &: \frac{\text{highest score} - \text{lowest score}}{\text{highest score}} \\ &: \frac{5-1}{5} \\ &: 0.8\end{aligned}$$

Thus, the interval or limit for each assessment is:

1,00 – 1,08 : Very Low

1,81 – 2,60 : Low

2,61 – 3,40 : Neutral

3,41 – 4,20 : High

4,21 – 5,00 : Very High

These are the results of the analysis of respondents' assessments on the variables of compensation, motivation, job satisfaction, and employee performance.

a. Compensation

Table 4.5

Respondents' Assessment for Compensation

No	Indicator	Average	Category
1	I get a basic salary that is enough to meet my daily needs	4,03	High
2	The salary I get is according to my workload	3,74	High
3	I get a bonus for the contribution I make	3,86	High
4	The company provides bonuses for overtime employees after working hours	3,84	High
5	The allowance from the company is enough for me	3,64	High
6	The company never refuses to allow employees to take time off work	3,82	High
7	The amount of health benefits is proportional to the risk of my work	3,38	Neutral
8	The company assigns me tasks according to my skills	3,83	High
9	The job given by the company is fun for me	3,62	High
10	I feel the work I have can improve my abilities	3,83	High
11	I feel comfortable with the atmosphere and environment where I work	3,89	High

12	The company facilities are very supportive for a conducive work environment	3,96	High
13	The company forms a work team to improve good cooperation between employees	3,94	High
Total Average		3,80	High

The data in the table above shows that the average respondent's assessment of the compensation variable is 3.80 which is included in the high category. The highest assessment is in question X1.1 "I get a basic salary that is sufficient to meet my daily needs" which is 4.03 in the high category, while the lowest assessment is in question X1.7 "The amount of medical benefits is proportional to my work risk", which is 3.38 in the neutral category. It can be concluded that compensation has an influence on employee performance at work.

b. Motivation

Table 4.6
Respondents' Assessment for Motivation

No	Indicator	Average	Category
1	The company provides facilities and infrastructure to support employee activities	3,88	High
2	I have sufficient rest hours (lunch, worship, etc.)	3,83	High
3	Safety in the work environment has been well managed	3,98	High
4	The working conditions are safe enough for daily use	3,77	High
5	The company provides medical equipment for employees who need it	3,21	Neutral

6	I have a good relationship with co-workers	4,1	High
7	In every activity held by the company, I make contribution	3,53	High
8	I feel valued for my abilities in the work environment	3,79	High
9	Manager always appreciate employees' opinions	3,51	High
10	The company provides opportunities for employees to improve their abilities by training	3,62	High
11	Suggestions and criticisms from superiors make me more advanced	3,74	High
Total Average		3,72	High

c. Job performance

Table 4.7

Respondents' Assessment for Job Performance

No	Indicator	Average	Category
1	I do my job according to the company's quality standards	4,04	High
2	Procedures for completing tasks according to company standards	3,97	High
3	I work carefully	4,13	High
4	I complete a large amount of work	3,83	High
5	I complete the work according to the targets set by the company	3,88	High
6	I complete the tasks I receive on time	3,83	High
7	I am present according to the specified working hours	4,12	High
8	I make good use of company finances	3,78	High

9	I can minimize company expenses when the budget is too much	3,64	High
10	I have the freedom to express my opinion	3,77	High
11	I am able to collaborate with co-workers	4,16	High
12	Assignments can be done without help from superiors	3,35	Neutral
Total Average		3,88	High

Table 4.7 shows the average respondent's assessment of the Performance variable, namely 3.88, which is the high category. The biggest assessment is in Y.11 "I am able to establish cooperation between colleagues" of 4,16 is the high category. Meanwhile, the lowest score on Y.12 "I can do tasks without help from my boss" is 3.35 in the neutral category. Based on the above results, the performance variable has a great influence on employees, thus making employees to have good performance.

d. Job satisfaction

Table 4.8
Respondents' Assessment for Job Satisfaction

No	Indicator	Average	Category
1	I am satisfied with the work I have	3,9	High
2	My workload is according to my ability	3,67	High
3	The assignment given can develop my potential ability	3,82	High
4	The company provides adequate compensation for employees	3,8	High
5	The allowance I get helps meet my needs	3,79	High
6	The salary I receive has a clear system	4,08	High
7	If I do a good job, I will get a promotion	3,59	High
8	I feel that the progress I have made makes me satisfied	3,77	High
9	The company has a good monitoring system	3,82	High

10	My manager gives me sufficient direction regarding my work	3,61	High
11	I am satisfied with moral support by superiors and co-workers	3,84	High
12	I enjoy working with fellow employees in the company	4,03	High
13	I have enough support from other co-workers	4,05	High
14	Co-workers help me to complete a difficult task	4,06	High
Total Average		3,85	High

Source: Primary data processed 2021

The data above shows that the Job Satisfaction variable has a respondent's rating with an average of 3.85 which is in the high category. Question Z.6, namely "The salary I receive has a clear system" has the highest score of 4.08 in the high category. Meanwhile, question Z.7 which is "If I do a good job, I will get a promotion" has the lowest score of 3.59 in the high category. Based on this analysis, the job satisfaction variable has a high influence on employees.

4.2 Results Of Instrument Validity and Reliability Test

4.2.1 Validity Test Result

The validity test in this study is calculated based on items from the variable indicators of compensation, motivation, employee performance, and job satisfaction. The data used came from 100 respondents and then were processed using the IBM SPSS version 21 software application. The results of the instrument testing were based on the comparison of Rcount and Rtable. If Rcount is greater than Rtable ($r_{count} > r_{table}$), then the question item is interpreted as valid. The results of this testing can be seen in the table below.

Table 4.9

Validity Test Results of Compensation (X1)

Item	r _{count}	r _{table}	Output
X1.1	0,794	0,195	Valid
X1.2	0,857	0,195	Valid
X1.3	0,772	0,195	Valid
X1.4	0,664	0,195	Valid
X1.5	0,787	0,195	Valid
X1.6	0,584	0,195	Valid
X1.7	0,530	0,195	Valid
X1.8	0,706	0,195	Valid
X1.9	0,702	0,195	Valid
X1.10	0,780	0,195	Valid
X1.11	0,743	0,195	Valid
X1.12	0,786	0,195	Valid
X1.13	0,700	0,195	Valid

Source: primary data processed 2021

Based on the data in Table 4.9 above, it can be concluded that all questions on the variable compensation (X1) are valid. Each question item can be said to be valid if r_{count} is greater than the table.

Table 4.10
Validity Test Results of Motivation (X2)

Item	R _{count}	R _{table}	Output
X2.1	0,806	0,195	Valid
X2.2	0,707	0,195	Valid
X2.3	0,736	0,195	Valid
X2.4	0,814	0,195	Valid
X2.5	0,669	0,195	Valid
X2.6	0,704	0,195	Valid
X2.7	0,692	0,195	Valid

X2.8	0,770	0,195	Valid
X2.9	0,744	0,195	Valid
X2.10	0,779	0,195	Valid
X2.11	0,774	0,195	Valid

From the data above, all question items from the independent variable Motivation (X2) consisting of X2.1 to X2.11 are valid. This is indicated by the results of r count greater than r table.

Table 4.11

Validity Test Results of Job Performance (Y)

Item	Rcount	Rtable	Output
Y.1	0,817	0,195	Valid
Y.2	0,735	0,195	Valid
Y.3	0,737	0,195	Valid
Y.4	0,829	0,195	Valid
Y.5	0,811	0,195	Valid
Y.6	0,809	0,195	Valid
Y.7	0,789	0,195	Valid
Y.8	0,805	0,195	Valid
Y.9	0,755	0,195	Valid
Y.10	0,744	0,195	Valid
Y.11	0,778	0,195	Valid
Y.12	0,736	0,195	Valid

Source: primary data processed 2021

Based on the data above (Table 4.11), all question items from the dependent variable, namely Employee Performance (Y) are valid. These results are obtained because rcount is greater than rtable.

Table 4.12

Validity Test Results of Job Satisfaction (Z)

Item	Rcount	Rtable	Output
Z.1	0,705	0,195	Valid
Z.2	0,708	0,195	Valid
Z.3	0,743	0,195	Valid
Z.4	0,743	0,195	Valid
Z.5	0,655	0,195	Valid
Z.6	0,736	0,195	Valid
Z.7	0,651	0,195	Valid
Z.8	0,675	0,195	Valid
Z.9	0,695	0,195	Valid
Z.10	0,678	0,195	Valid
Z.11	0,770	0,195	Valid
Z.12	0,835	0,195	Valid
Z.13	0,745	0,195	Valid
Z.14	0,765	0,195	Valid

Source: primary data processed 2021

Table 4.12 above shows that each question item of the intervening variable Job Satisfaction (Z) is valid. Each item of question is said to be valid if rcount is greater than rtable.

Based on Table 4.9 to 4.12 it can be concluded that each item of independent and dependent and intervening variables consisting of Compensation, Motivation, Job Performance, and Job Satisfaction is valid. Each data can be said to be valid if rcount is greater than rtable, as all the question items in this study. Thus, further analysis can be carried out because the questionnaire data has met the valid requirements.

4.2.2 Reliability Test Result

The following are the results of the instrument reliability test of the compensation, motivation, employee performance and job satisfaction variables.

Table 4.13

Result of Reliability Test

Variable	Cronbach's Alpha	Sig.	Conclusion
Compensation	0,921	$\leq 0,5$	Reliable
Motivation	0,919	$\leq 0,5$	Reliable
Job Performance	0,939	$\leq 0,5$	Reliable
Job Satisfaction	0,929	$\leq 0,5$	Reliable

Source: primary data processed 2021

Based on Table 4.13 above, it can be concluded that each research variable has a Cronbach's Alpha value $> 0,60$ so that all research variables are said to be reliable.

4.3 Classical Assumption Test Model 1

4.3.1 Normality Test

The normality test is a part of classical assumption data analysis which aims to determine whether the data is normally distributed or not. The regression model can be said to be good if the results are normal or close to normal (Ghozali, 2016). Testing for normality in this study using the Kolmogorov Smirnov test and the Probability Plot can be seen in the table below.

Table 4.14
Normality Test Result Model 1
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,39010471
	Absolute	,103
Most Extreme Differences	Positive	,103
	Negative	-,046
Kolmogorov-Smirnov Z		1,029
Asymp. Sig. (2-tailed)		,240

a. Test distribution is Normal.

b. Calculated from data.

Source: primary data processed 2021

Based on the table above, it can be seen that the asymp.sig value is $0,240 > 0,05$, so it can be concluded that the data is normally distributed. The same results are also shown in the test results using the Probability Plot. If the data distribution points are near the diagonal line and the data points follow the diagonal line, then it can be said that the data is normally distributed.

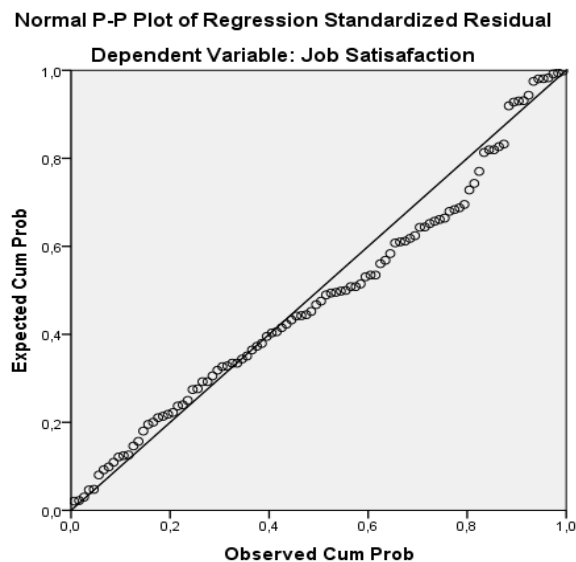


Image 4.1 Normality Test Result Model 1

Source: primary data processed 2021

From the picture above, it can be seen that the data is around the diagonal line and does not widen or does not move away from the diagonal line, so it can be concluded that the data is normally distributed.

4.3.2 Multicollinearity Test

Sekaran (2003) states that the multicollinearity test aims to determine the correlation between two or more independent (free) variables in the regression model. A good regression model is one that does not have correlation between independent variables or multicollinearity symptoms do not occur. There is no multicollinearity symptom in the data if the Variance Inflation Factor (VIF) value is less than 10, and if the tolerance value is greater than 0.10. The multicollinearity test results can be seen in Table 4.15 below:

Table 4.15
Multicollinearity Test Result Model 1

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5,306	2,189		2,423	,017		
Compensation	,525	,077	,497	6,778	,000	,317	3,155
Motivation	,537	,086	,459	6,265	,000	,317	3,155

a. Dependent Variable: Job Satisfaction

Source: primary data processed 2021

Based on the results of the multicollinearity test in Table 4.15 above, each independent variable of Compensation and Motivation has a tolerance value greater than 0,10 and a VIF value less than 10. It can be concluded that the regression model does not have multicollinearity symptoms.

4.3.3 Heteroscedasticity Test

Heteroscedasticity testing is carried out to test whether the regression model has an inequality of variations from the residual value from one observation to another. If the residual variance is different, it is called heteroscedasticity. The regression value is said to be good if there is no heteroscedasticity (Ghozali, 2009). Heteroscedasticity test analysis makes use of the Scatter Plot from which conclusions are drawn based on the

distribution of the data plots. The spread patterns are either above or below zero and not above or below, the spread of the dots is not a certain pattern or the wave pattern widens then narrows and widens again. The results of the Scatter Plot test can be seen in the image below:

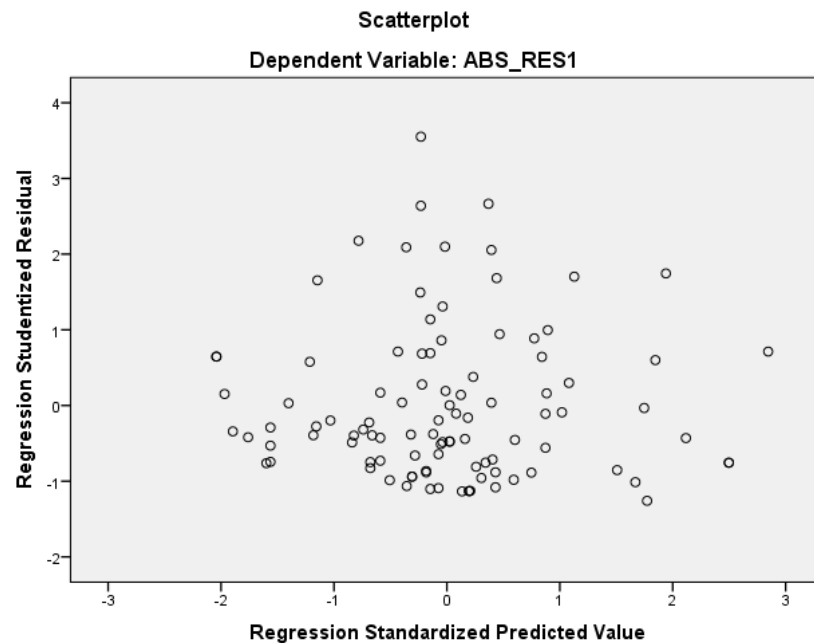


Image 4.2 Heteroscedasticity Test Model 1

Source: primary data processed 2021

Based on the picture above, it can be seen that the data distribution pattern is above or below 0 and data is more likely to spread or do not form certain or random patterns. So it can be concluded that there is no heteroscedasticity.

4.4 Classical Assumption Test Model 2

4.4.1 Normality Test

The normality test is a part of classical assumption data analysis which aims to determine whether the data is normally distributed. The regression model can be said to be good if the results are normal or close to normal (Ghozali, 2016). Testing for normality in this study uses the Kolmogorov Smirnov test and the Probability Plot can be seen in the table below.

Table 4.16

Normality Test Result Model 2

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,74624539
	Absolute	,057
Most Extreme Differences	Positive	,057
	Negative	-,053
Kolmogorov-Smirnov Z		,567
Asymp. Sig. (2-tailed)		,905

a. Test distribution is Normal.

b. Calculated from data.

Source: primary data processed 2021

Based on the table above, it can be seen that the asymp.sig value is $0,905 > 0,05$, so it can be concluded that the data is normally distributed. The same results are also shown in the test results using the Probability Plot. If the data distribution points are near the diagonal line and the data points follow the diagonal line, then it can be said that the data is normally distributed.

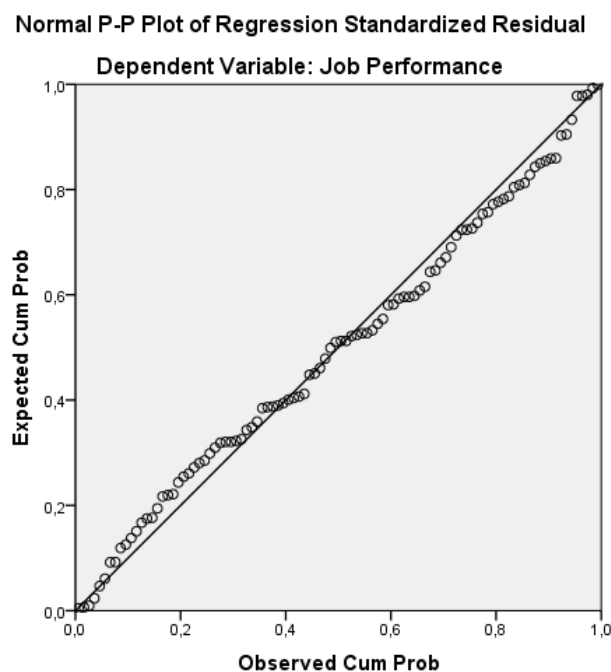


Image 4.3 Normality Test Result Model 2

Source: primary data processed 2021

From the picture above, it can be seen that the data is around the diagonal line and does not widen or does not move away from the diagonal line, so it can be concluded that the data is normally distributed.

4.4.2 Multicollinearity Test

The multicollinearity test aims to determine the correlation between two or more independent (free) variables in the regression model (Sekaran, 2003). A good regression model is one that does not have correlation between independent variables or multicollinearity symptoms do not occur. There is no multicollinearity symptom in the data if the Variance Inflation Factor (VIF) value is less than 10, and if the tolerance value is greater than 0.10. The multicollinearity test results can be seen in the table below:

Table 4.17
Multicollinearity Test Result Model 2

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-3,339	1,836		-1,819	,072	
	Compensation	,157	,077	,159	2,057	,042	,215
	Motivation	,165	,083	,151	1,998	,049	,226
	Job Satisfasfaction	,614	,083	,657	7,427	,000	,165

a. Dependent Variable: Job Performance

Source: primary data processed 2021

Based on the results of the multicollinearity test in Table 4.17 above, each independent variable of Compensation, Motivation, and Job Satisfaction has a tolerance value greater than 0,10 and a VIF value less than 10. It can be concluded that the regression model does not have multicollinearity symptoms.

4.4.3 Heteroscedasticity Test

The heteroscedasticity test was carried out to test whether the regression model did not have variation of the residual value from one observation to another. If the

residual variance is different, it is called heteroscedasticity. The regression value is said to be good if there is no heteroscedasticity (Ghozali, 2009). Heteroscedasticity test analysis makes use of the Scatter Plot from which conclusions are drawn based on the distribution of the data plots. If the distribution of the data plots does not gather in a certain part, there will be no heteroscedasticity. The results of the heteroscedasticity test through Scatter Plot analysis can be seen in the image below:

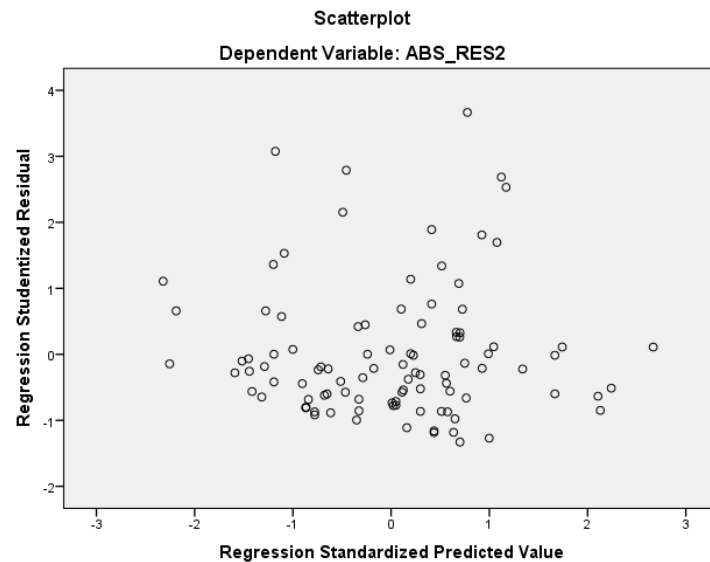


Image 4.4 Heteroscedasticity Test Result Model 2

Source: primary data processed 2021

Based on Image 4.4, it can be seen that the distribution pattern is above or below zero and not just above or below, the spread of the dots is not a certain pattern or the wave pattern widens then narrows and widens again. Thus it can be concluded that heteroscedasticity does not occur in the regression model.

4.5 Hypothesis Testing

4.5.1 Equation Model 1

4.5.1.1 Multiple Regression Linear Analysis 1

Multiple linear analysis model 1 is used to prove the effect of compensation and motivation on job satisfaction. The results of the analysis can be seen in the table below:

Table 4.18**Multiple Regression Linear Analysis Model 1****Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	5,306	2,189		
	Compensation	,525	,077	,497	,000
	Motivation	,537	,086	,459	,000

a. Dependent Variable: Job Satisfaction

Source: primary data processed 2021

Based on the calculation of multiple linear analysis using the SPSS version 21 program, the following equation is obtained:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

$$Y = 5,306 + 0,525X_1 + 0,537X_2$$

Based on the results of this equation, it can be interpreted as follows:

- a has a value of 5,306, which means that when compensation and motivation are 0, the employee's performance is 5,306
- b1 has a value of 0,525 indicating that the compensation has a positive coefficient, meaning that every addition of 1 unit of compensation will increase the value of job satisfaction by 0,525 units assuming the other independent variables are constant
- b2 has a value of 0,537 indicating that Motivation has a positive coefficient direction, meaning that every addition of 1 unit of motivation will increase the value of Job Satisfaction by 0,537 units assuming other independent variables are in a constant state

4.5.1.2 T Test

The t test is used in testing the hypothesis to determine the partial effect of the independent variable on the dependent variable. The results of the t-test used a comparison of the t-count value of each independent variable with a significance level

of 5%. The t test results can be seen in table 4:18, namely the coefficient of multiple regression analysis on the effect of compensation and motivation on job satisfaction.

1. Hypothesis Testing 1

a. Hypothesis:

H0: Compensation does not have a significant effect on job satisfaction

Ha: Compensation has a significant effect on job satisfaction

b. Hypothesis testing criteria

- i. If the significance value (Sig.) < 0.05 ($\alpha = 5\%$), then Ha is accepted. H0 is rejected
- ii. If the significance value (Sig.) > 0.05 ($\alpha = 5\%$), then H0 is accepted Ha rejected

c. Result

Based on table 4.18, it is obtained the compensation regression coefficient of 0.525 with t count 6.778 and sig. 0,000. The partial test results show that the compensation has a smaller significance value than the alpha Sig. $0.000 < 0.05$, meaning that Ha is accepted. H0 is rejected. So, the independent variable compensation has a significant effect on the dependent variable job satisfaction. Based on this description, it can be concluded that the first hypothesis is accepted.

2. Hypothesis Testing 2

a. Hypothesis

H0: Motivation does not have a significant effect on job satisfaction

Ha: Motivation has a significant effect on job satisfaction

b. Hypothesis testing criteria

- i. If the significance value (Sig.) < 0.05 ($\alpha = 5\%$), then Ha is accepted. H0 is rejected
- ii. If the significance value (Sig.) > 0.05 ($\alpha = 5\%$), then H0 is accepted Ha is rejected

c. Result

In table 4.18 the coefficient of multiple regression analysis results in a motivation coefficient of 0,537 with t count 6,265 and sig. 0,000. Based on these results it can be seen that the Sig. motivation is smaller than alpha 5%, namely Sig. 0,000 < 0,05, meaning that H_a is accepted. H_0 is rejected. This proves that Motivation has a significant effect on employee job satisfaction. So, it can be concluded that the second hypothesis is accepted.

4.5.1.3 F Test

The F test is used to determine whether the independent variables have an effect simultaneously or together on the dependent variable (Ghozali, 2013). With a significance level of 5%, an equation can be accepted if the calculated f value is less than 5% alpha. The results of the f test analysis can be seen in the Anova regression table below.

Table 4.19
F Test Results Model 1

ANOVA ^a						
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	5750,212	2	2875,106	245,112	,000 ^b
	Residual	1137,788	97	11,730		
	Total	6888,000	99			

a. Dependent Variable: Job Satisfafaction

b. Predictors: (Constant), Motivation, Compensation

Source: primary data processed 2021

The results of the f test model 1 are as follows:

1. Hypothesis

H_0 : Compensation and motivation do not have a simultaneous effect on job satisfaction

H_a : Compensation and motivation have a simultaneous effect on job satisfaction

2. The level of significance used is 5%

3. Conclusion

In table 4.19 it can be seen that the value of Fcount 245, 112 with sig. 0,000, df = 3.

Based on the f test criteria, the value of Sig. Fcount 0,000 <0,05, meaning that Ha is accepted H0 is rejected. This proves that there is a simultaneous effect of compensation and motivation on job satisfaction.

4.5.1.4 Coefficient Determination (R^2)

Table 4.20
Coefficient Determination Model 1
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,914 ^a	,835	,831	3,425

a. Predictors: (Constant), Motivation, Compensation
Source: primary data processed 2021

R² serves to determine the extent to which the contribution of the influence of the independent variable (X) to the dependent variable (Y) together. Based on table 4.20 the value of the coefficient of determination R² is 0,835, meaning that the independent variable consisting of compensation and motivation is able to explain the dependent variable Job Satisfaction by 83,5%, while the remaining 16,5% is explained by factors other than compensation and motivation which are not included in the regression model.

4.5.2 Equation Model 2

4.5.2.1 Multiple Regression Linear Analysis Model 2

Multiple regression linear analysis model 2 is used to prove the effect of compensation, motivation, and job satisfaction on employee performance. The results of the analysis can be seen in the table below:

Table 4.21
Multiple Regression Linear Analysis Model 2
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	-3,339	1,836		
	Compensation	,157	,077	,159	,042
	Motivation	,165	,083	,151	,049
	Job Satisfaction	,614	,083	,657	,000

a. Dependent Variable: Job Performance
Source: primary data processed 2021

Based on the calculation of multiple linear analysis using the SPSS version 21 program, the following equation is obtained:

$$Y^{\wedge} = a + b_1Z_1 + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

$$Y = -3,339 + 0,157X_1 + 0,165X_2 + 0,614Z$$

Based on the results of this equation, it can be interpreted as follows:

- a. a has a value of 3,339 which means that when compensation, motivation, and job satisfaction are 0, then the employee's performance is 3,339
- b. b1 has a value of 0,157 indicating that the compensation has a positive coefficient, meaning that every addition of 1 unit of compensation will increase the value of performance by 0,157 units, assuming other independent variables are in a constant state
- c. b2 has a value of 0,165, indicating that motivation has a positive coefficient, meaning that every addition of 1 unit of motivation will increase the value of performance by 0,165 units, assuming other independent variables are in a constant state
- d. Job Satisfaction regression coefficient of 0,614 leads to positive relationship. A positive relationship indicates that job satisfaction has a direct relationship with employee performance. The results of the analysis mean that if the addition of 1 unit of Job Satisfaction variable, it will increase the Performance value by 0,614.

4.5.2.2 T Test

The t test is used in testing the hypothesis to determine the partial effect of the independent variable on the dependent variable. The results of the t test use a comparison of the t value of each independent variable with a significance level of 5%. The t test results can be seen in table 4.21, namely the coefficient of multiple regression analysis model 2 on the effect of compensation, motivation, job satisfaction on performance.

1. Hypothesis Testing 3

a. Hypothesis:

H0: Compensation does not have a significant effect on job performance

Ha: Compensation has a significant effect on job performance

b. Hypothesis testing criteria

1. If the significance value (Sig.) $< 0,05$ ($\alpha = 5\%$), then Ha is accepted. H0 is rejected

2. If the significance value (Sig.) $> 0,05$ ($\alpha = 5\%$), then H0 is accepted Ha is rejected

c. Result

Based on table 4.21, it is obtained the compensation regression coefficient of 0,157 with t count 2,057 and sig. 0,042. The partial test results show that the compensation has a smaller significance value than the alpha Sig. 0,042 $< 0,05$, meaning that Ha is accepted H0 is rejected. So, the independent variable of compensation has a significant effect on the dependent variable of employee performance. Based on this description, it can be concluded that the third hypothesis is accepted.

2. Hypothesis Testing 4

a. Hypothesis

H0: Motivation does not have a significant effect on job performance

Ha: Motivation has a significant effect on job performance

b. Hypothesis Testing Criteria

1. If the significance value (Sig.) $< 0,05$ ($\alpha = 5\%$), then H_a is accepted. H_0 is rejected
2. If the significance value (Sig.) $> 0,05$ ($\alpha = 5\%$), then H_0 is accepted H_a is rejected

c. Result

In table 4.21 the coefficient of multiple regression analysis results in a motivation coefficient of 0,165 with t count of 1.998 and sig. 0,049. Based on these results it can be seen that the Sig. motivation is smaller than alpha 5%, namely Sig. 0,049 $< 0,05$, meaning that H_a is accepted H_0 is rejected. This proves that motivation has a significant effect on employee performance. So, it can be concluded that the fourth hypothesis is accepted.

3. Hypothesis Testing 5

a. Hypothesis

H_0 : Job satisfaction does not have a significant effect on performance

H_a : Job satisfaction has a significant effect on performance

b. Hypothesis testing criteria

1. If the significance value (Sig.) $< 0,05$ ($\alpha = 5\%$), then H_a is accepted. H_0 is rejected
2. If the significance value (Sig.) $> 0,05$ ($\alpha = 5\%$), then H_0 is accepted H_a is rejected

c. Result

In table 4.21 the coefficient of multiple regression analysis results in a motivation coefficient of 0,614 with t count 7,427 and sig. 0,000. Based on these results it can be seen that the Sig. motivation is smaller than alpha 5%, namely Sig. 0,000 $< 0,05$, meaning that H_a is accepted. H_0 is rejected. This proves that job satisfaction has a significant effect on employee performance. So, it can be concluded that the fifth hypothesis is accepted.

4.5.2.3 F Test Model 2

The F test is used to determine whether the independent variables have an effect simultaneously or together on the dependent variable (Ghozali, 2013). With a significance level of 5%, an equation can be accepted if the calculated f value is less than 5% alpha. The results of the f test analysis can be seen in the Anova regression table below.

Table 4.22 F Test Model 2

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5272,355	3	1757,452	225,965	,000 ^b
	Residual	746,645	96	7,778		
	Total	6019,000	99			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction, Motivation, Compensation

Source: primary data processed 2021

The results of the f test model 2 are as follows:

1. Hypothesis

H₀: Compensation, motivation, and job satisfaction do not have a simultaneous effect on job performance

H_a: Compensation, motivation, and job satisfaction have a simultaneous effect on job performance

2. The level of significance used is 5%

3. Conclusion

In table 4.22 it can be seen the value of Fcount 225,965 with sig. 0,000, df = 3. Based on the f test criteria, the value of Sig. Fcount 0,000 < 0,05, meaning that H_a is accepted H₀ is rejected. This proves that compensation, motivation, and job satisfaction have a simultaneous effect on employee performance.

4.5.2.4 Coefficient Determination (R^2)

Table 4.23 Coefficient Determination Model 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,936 ^a	,876	,872	2,789

a. Predictors: (Constant), Job Satisfaction, Motivation, Compensation
Source: primary data processed 2021

R^2 serves to determine the extent to which the contribution of the influence of the independent variable (X) to the dependent variable (Y) together. Based on table 4.23 the value of the coefficient of determination R^2 is 0,876, meaning that the independent variable consisting of Compensation, Motivation, and Job Satisfaction is able to explain the dependent variable Performance of 87,6%, while the remaining 12,4% is explained by factors other than compensation, motivation, and job satisfaction which are excluded in the regression model.

4.6 Path Analysis

Path analysis explains the indirect effect provided by the independent variable (X) on the dependent variable (Y) through the intervening variable (Z). To test the mediating or intervening variables, the path model analysis method is used. Path analysis analyzes the direct effect through the beta coefficient value, while the indirect effect uses the multiplication of the beta coefficient. The results of path analysis calculations can be seen in the chart below.



Image 4.5 Path Analysis Result Chart

Explanation:

$X1 \rightarrow Y$

Based on the calculations in table 4.21, it is known that the value of the compensation regression coefficient on performance is 0,159.

$X2 \rightarrow Y$

Based on the results of the analysis in Table 4.21, it is known that the regression coefficient of motivation on performance is 0,151.

$X1 \rightarrow Z$

The results of regression analysis in table 4.18 show the value of the compensation beta coefficient on job satisfaction is 0,497.

$X2 \rightarrow Z$

The results of regression analysis in table 4.18 show the value of the beta coefficient of motivation on job satisfaction is 0,459.

$Z \rightarrow Y$

The results of regression analysis in table 4.21 show the value of the beta coefficient of job satisfaction on performance is 0,657.

a. Direct effect

Direct effect describes the effect of independent variables on the dependent variable without being influenced by the intervening variable. In this study, the direct effect includes compensation for performance, motivation for performance, compensation for job satisfaction, motivation for job satisfaction, and job satisfaction with performance. Below is the direct effect of the independent variable on the dependent variable:

1. Compensation on job satisfaction

$$X1 \rightarrow Z = 0,497$$

2. Motivation on job satisfaction

$$X2 \rightarrow Z = 0,459$$

3. Compensation on performance

$$X_1 \rightarrow Y = 0,159$$

4. Motivation on performance

$$X_2 \rightarrow Y = 0,151$$

5. Job satisfaction on performance

$$Z \rightarrow Y = 0,657$$

b. Indirect effect

1. The effect of compensation on performance through job satisfaction

$$X_1 \rightarrow Z \rightarrow Y = 0,497 \times 0,657 = 0,326$$

2. The influence of motivation on performance through job satisfaction

$$X_2 \rightarrow Z \rightarrow Y = 0,459 \times 0,659 = 0,301$$

The following is a summary of the path analysis calculations "the direct and indirect effect of compensation and motivation on employee performance through job satisfaction" can be seen in the table below.

Table 4.24

Direct and Indirect Effect

Influence	Direct	Indirect (through Z)	Total
$X_1 \rightarrow Z$	0,497	0	0,497
$X_2 \rightarrow Z$	0,459	0	0,459
$X_1 \rightarrow Y$	0,159	0,326	0,485
$X_2 \rightarrow Y$	0,151	0,301	0,452
$Z \rightarrow Y$	0,657	0	0,657

Source: primary data processed 2021

1. Hypothesis 6

Based on the results of regression data processing in table 4.21, it is obtained a direct effect of compensation on performance. The direct effect of compensation (X_1) on performance (Y) has a beta coefficient of 0,159, while the indirect effect of compensation on performance through job satisfaction is the multiplication of the beta coefficient $X_1 \rightarrow Z$ and $Z \rightarrow Y$, which is $0,497 \times 0,657 = 0,326$. So, the total

effect given by X1 to Y is the direct effect plus the indirect effect, namely $0,159 + 0,326 = 0,485$. Based on the description above, the direct effect value is 0,159 and the indirect effect is 0,326, which means that the direct effect is smaller than the indirect effect. This shows that compensation has an indirect effect on employee performance through job satisfaction. It can be concluded that the sixth hypothesis is accepted.

2. Hypothesis 7

Based on the results of regression analysis, the effect of motivation on performance through job satisfaction has a direct effect of 0,151 and an indirect effect of $0,459 \times 0,0657 = 0,301$. So, the total effect is the sum of the direct effect and the indirect effect, namely $0,151 + 0,301 = 0,452$. The results of the direct effect of 0,151 and the indirect effect of 0,301 show that in the analysis the influence of motivation on employee performance has a smaller direct effect than the indirect effect. This means that motivation has an indirect influence on employee performance through job satisfaction, which means that the seventh hypothesis is accepted.

4.7 Recapitulation of Hypothesis Test Results

Table 4.25

Recapitulation of Hypothesis Test Results

Hypothesis	Hypothesis	Explanation
H1	It is suspected that compensation has an effect on employee job satisfaction at Bank BPD DIY Sleman Branch Office	Accepted
H2	It is suspected that motivation has an effect on employee job satisfaction at Bank BPD DIY Sleman Branch Office	Accepted
H3	It is suspected that compensation has an effect on employee performance at Bank BPD DIY Sleman Branch Office	Accepted

H4	It is suspected motivation has an effect on employee performance at Bank BPD DIY Sleman Branch Office	Accepted
H5	It is suspected job satisfaction has an effect on employee performance at Bank BPD DIY Sleman Branch Office	Accepted
H6	It is suspected that compensation has an indirect effect on employee performance through job satisfaction at Bank BPD DIY, Sleman Branch Office	Accepted
H7	It is suspected that motivation has an indirect effect on employee performance through job satisfaction at Bank BPD DIY, Sleman Branch Office	Accepted

4.8 Discussion

4.8.1 The influence of compensation on job satisfaction

Based on the analysis of the hypotheses, it is proven that compensation has a positive and significant effect on employee job satisfaction. This is evidenced by the results of t count 6,778 and sig. 0,000 < 0,05, which means that the first hypothesis is accepted. With a regression coefficient of 0,525, which means that every addition of 1 unit of compensation will increase the value of job satisfaction by 0,525 units, assuming other independent variables are in constant condition. It can be concluded that the higher the compensation, the higher the employee job satisfaction at Bank BPD DIY.

The results of this study are in line with the research findings by Abadi & Renwarin (2017) which proved that compensation had a significant effect on employee job satisfaction. Darma & Supriyanto's research (2017) also proved that compensation had a significant effect on job satisfaction. Then, the results of research by Rozzaid, Herlambang & Devi (2015) showed that compensation had a positive and significant effect on job satisfaction.

According to Mondy (2016), compensation is all rewards received by employees in return for their contribution to the organization. Compensation can be

financial and non-financial. Financial compensation includes salaries and bonuses, while non-financial benefits include benefits covering social security, health, etc., work itself, and the work environment. Meanwhile, Luthans (2011) states that indicators that can affect job satisfaction include rewards, the job itself, co-workers, promotions, and supervision. Based on the description of the theory, it can be concluded that compensation has an effect on employee job satisfaction which is in line with this study

4.8.2 The influence of motivation on job satisfaction

Based on statistical t test analysis, motivation has t count of 6,625 and sig. 0,000 <0,05 which means that motivation has a positive and significant effect on employee job satisfaction. Unstandardized beta coefficient of 0,537 shows that each addition of 1 unit of motivation will increase the value of job satisfaction by 0,537 units assuming other independent variables are in constant condition. This means that the higher the motivation of employees, the higher their job satisfaction.

This research findings corroborates with Jehazeb et al (2012) proving that motivation has a significant effect on employee job satisfaction. Research by H. Muhammad Arifin (2015) also proved that motivation had a positive effect on job satisfaction but it was not significant. Said et al (2017) regarding motivation factors prove that motivation factors including salary and benefits, supervisor support, career development, and work environment had a significant effect on employee job satisfaction. The results of this study are also in line with the research of Ali et al (2016), proving that motivation had a positive and significant effect on job satisfaction.

According to Armstrong (2014), motivation is the strength and direction of behavior and the factors that influence people to behave in certain ways. In Maslow's theory of needs (1954), there are factors that can encourage or motivate individuals to behave, namely physiological, security, social, reward, and self-actualization needs. In this study, these factors include infrastructure, adequate rest hours, environmental security and adequate work space, relationships between employees and superiors, appreciation for work, reciprocity of work results with the fulfillment of factors that can motivate employees, in order to increase employee satisfaction at work. Based on this description, it can be concluded that motivation has an influence on employee job satisfaction.

4.8.3 The influence of compensation on job performance

Based on the results of analysis and data processing, compensation is proven to have a positive and significant effect on employee performance at the Sleman branch of BPD DIY. This is shown by the results of the regression coefficient for compensation of 0,157. The compensation variable has a t count of 2,057 and a significance value of 0,042. With a significance value of $0,042 < 0,05$, it can be concluded that the third hypothesis is accepted, namely that compensation has a positive and significant effect on employee performance at BPD DIY, Sleman Branch Office.

The results of descriptive analysis in table 4.5 show that the average respondent's assessment of the compensation variable is 3,80 which is classified into high category. The highest assessment is in question X1.1 "I get a basic salary that is sufficient to meet my daily needs" which is 4,03 which is in the high category. While the lowest assessment is in question X1.7 "The amount of medical benefits is proportional to my work risk", which is 3,38 which is in the neutral category. Based on these results, it can be concluded that compensation has a sufficient effect on the employees of BPD DIY Sleman Branch Office.

Meanwhile, based on the results of descriptive analysis in table 4.7, it shows that the average respondent's assessment of the Performance variable is 3,88, which is the high category. The biggest assessment is in question Y.11 "I am able to establish cooperation between colleagues" of 4,16 is the high category, while the lowest assessment on the question Y.12 "I can do tasks without help from my boss" which is 3,35 in the neutral category. It can be concluded that performance has a sufficient influence on employees, thus making employees always have a good performance in the company.

The results of this study are in line with previous studies on the effect of compensation on employee performance. This is because compensation is an important aspect of work, so the higher the compensation, the greater the performance provided by employees to the company. Research by Thaief et al (2015) proves that compensation had a positive effect employee performance. Research by Rizal et al (2014) entitled "Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City)" proves that compensation had a positive effect on employee performance but not

significant. Research results by Hamzah, Bambang, & Andayani (2018) entitled "The Effect of Satisfaction Mediation on the Effect of Fairness of Compensation and Human Resources Development on Employee Performance" proves that compensation justice has a positive effect on employee performance.

Compensation is all awards received by employees for all their contributions to the company (Mondy, 2016). The compensation received includes financial compensation, namely salary and bonuses, as well as non-financial compensation, namely benefits including social, health, etc. Mangkuprawira & Hubeis (2007: 13) describe that performance is the result of work both in quality and quantity achieved by employees in carrying out their duties in accordance with the given responsibilities. If employees feel that their compensation needs are met in accordance with the contributions given, it will improve their performance in the company. Based on the results of the analysis in this study, it can be concluded that this study supports the existing theories.

4.8.4 The influence of motivation on job performance

The results of the regression analysis shows that the regression coefficient of the motivation variable is 0,165 with a t count of 1,998 and a significance of 0,049. With the unstandardized beta coefficient of 0,165, it shows that every addition of 1 unit of motivation will increase the performance value by 0,537 units. The results also show that the Sig. motivation is smaller than alpha 5%, namely Sig. 0,049 < 0,05. The analysis above proves that motivation has a positive and significant effect on employee performance at BPD DIY, Sleman Branch.

Based on the results of descriptive analysis, the motivation variable has a respondent's rating with an average of 3,72, which is included in the high category. The highest respondent's assessment is in question X2.6 "I have a good relationship with fellow colleagues", which is 4,1 in the high category. Meanwhile, the lowest assessment on question X2.5 "The company provides medical equipment for employees who need it" is 3,21 in the neutral category. So it can be concluded that the motivation variable has a sufficient influence on employees at the Sleman branch of BPD DIY in carrying out their profession.

The results of this study are in line with previous studies. Research by Theresia et al (2018) proved that motivation affected employee performance at the Indonesian

Institute of Technology. The same result is also proven by Setiawan's research (2015) that motivation significantly affected employee performance. Research by Yunarifah & Kustiani (2012) proved that motivation had a significant influence on performance. Motivation is the power and direction of behavior and the factors that influence people to behave in certain ways. High performance is achieved by well-motivated people who are ready to make discretionary endeavors that is, independently do more than is expected (Armstrong, 2014). If an employee has the motivation to carry out his obligations, it will make his performance good too.

4.8.5 The influence of job satisfaction on job performance

Based on the analysis that has been done, the job satisfaction variable has a t value of 7,427 and a significance value of 0,000. With a significance value of 0,000 < 0,05, it means that job satisfaction has a significant effect on employee performance. Based on the regression analysis table, job satisfaction has an unstandardized coefficient value of 0,614, which means that every addition of 1 unit of job satisfaction will increase the performance value by 0,614 units. This shows that if the employee's job satisfaction increases, the employee's performance will also increase.

The results of the analysis of job satisfaction descriptions in table 4.8 show that the respondent's assessment of the job satisfaction variable has an average answer of 3,85 which is in the high category. The highest assessment on question Z.6, namely "The salary I receive has a clear system" has a score of 4,08 in the high category. Meanwhile, question Z.7 which is "If I do a good job, I will get a promotion" has the lowest score of 3,59 in the high category. Based on this analysis, the job satisfaction variable has a sufficient influence on employees at the Sleman branch of BPD DIY.

This research is in line with the research conducted by Sari & Ardana (2016) with the title "The Role of Job Satisfaction Mediation on the Effect of Compensation against Contract Worker Performance" which was held at the Swiss-Bellin Hotel Seminyak. The research findings revealed that job satisfaction had a positive and significant effect on the performance of contract workers. The results of research by Rahmawati & Kurnia (2017) showed that employee job satisfaction was proven to affect employee performance. Research by Koesmono (2014) showed that job satisfaction had a significant effect on employee commitment and performance.

4.8.6 Direct and indirect effect of compensation toward job performance through job satisfaction

Based on the analysis that has been done, it is proven that compensation has an indirect effect on performance through job satisfaction. The results of the analysis show that compensation has a direct effect on performance with a regression coefficient of 0,159 and an indirect effect with a regression coefficient of 0,326. This shows that the direct effect regression coefficient is smaller than the indirect effect. Thus, it can be concluded that compensation has an indirect effect on employee performance through job satisfaction at Bank BPD DIY Sleman branch.

The results of this study are in line with research conducted by Sudiarditha et al (2019), namely that job satisfaction had an indirect effect on compensation on employee performance. The same results are also shown from research by Talashina & Ngatno (2015), namely compensation and motivation had an indirect effect on employee performance through job satisfaction. Research by Hidayah (2016) showed that job satisfaction mediated the effect of compensation on employee performance.

However, this study contrasts with the research by Mardiyanti et al (2018) which revealed that compensation had no effect on performance through job satisfaction. The absent influence because company employees were dissatisfied with the salary given by the company, there was no increase in work and ineffective communication between employees and supervisors.

4.8.7 Direct and indirect effect of motivation toward job performance through job satisfaction

The results shown that it is proven that motivation affects employee performance through job satisfaction at BPD DIY, Sleman Branch. Motivation has a direct effect on performance with a regression coefficient of 0,151 and an indirect effect with a regression coefficient of 0,301. This shows that the direct effect of motivation on performance through job satisfaction is smaller than the indirect effect. This means that motivation has an indirect effect on employee performance through job satisfaction at Bank BPD DIY Sleman branch.

This research finding corroborates Prabowo et al (2018), namely motivation had an indirect effect on employee performance through job satisfaction. Research by Lusri

& Siagian (2017) proved that job satisfaction had an indirect effect on motivation on employee performance. The same finding by Hanafi & Yohana (2017) revealed that motivation had a positive effect on performance mediated by employee job satisfaction.



Chapter 5

Conclusion and Suggestions

5.1 Conclusion

Based on the results of the analysis, a few conclusions can be drawn as follows:

1. There is a positive and significant effect of compensation on job satisfaction. If the compensation value is higher, the employee's job satisfaction will be even higher.
2. There is a positive and significant effect of motivation on job satisfaction. The higher the motivation of the employees, the higher their job satisfaction.
3. There is a positive and significant effect of compensation on performance. The higher the compensation given, the higher the employee's performance.
4. There is a positive and significant effect of motivation on performance. If the employee's motivation is higher, the performance will be higher.
5. There is a positive and significant effect of job satisfaction on employee performance. If the employee's job satisfaction is higher, it will increase their performance in the company.
6. The indirect effect of compensation on performance through job satisfaction is greater than the direct effect. This shows that job satisfaction mediates the indirect effect of compensation on employee performance.
7. The indirect effect of motivation on employee performance through job satisfaction is greater than the direct effect. This shows that there is an indirect effect of motivation on employee performance through job satisfaction as an intervening variable.

5.2 Suggestions

Based on the above conclusions, here are the suggestions that are expected to be useful for the company, employees, and further research:

5.2.1 For the company

The results of the study prove that there is a positive and significant effect of compensation, motivation, and job satisfaction on employee performance. Thus, it is suggested that companies increase the compensation, motivation, and job satisfaction of their employees. If the compensation is sufficient and the factors that can increase motivation are fulfilled, it is hoped that it will increase the job satisfaction of employees. If employees are satisfied with their work in the company, their performance will increase, so that the running of the company will be more effective.

It is also suggested that companies should improve employee motivation through health equipment facilities and infrastructure for employees and ensure their safety and security through health benefits. Managers are advised to pay more attention and help employees if they have difficulties at work, so that employees can complete their work correctly and on time. The company should be able to increase promotion opportunities for employees who have sufficient abilities and are loyal to the company. Based on the research, promotion opportunities can affect employee job satisfaction so as to improve their performance in the company.

5.2.2 Future research

It is recommended that future researchers conduct more in-depth analysis by adding a number of research instruments so that the research results vary.

References

- Abadi, F., & Renwarin, J. M. (2017). Analysis on the Influence of Compensation and Leadership on Job Satisfaction and Its Effect on Job Performance. *Advances in Intelligent Systems Research*, 19-24.
- Akmal, A., & Tamini, I. (2015). Pengaruh Kompensasi Terhadap Kepuasan Kerja Karyawan Gayamakmur Mobil Medan. *Jurnal Bisnis Administrasi*, 59-68.
- Alderfer, C. (1972). *Existence, Relatedness and Growth*. New York: The Free Press.
- Ali, A., Bin, L. Z., Piang, H. J., & Ali, Z. (2016). The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 297-310.
- Arifin, H. M. (2015). The Influence of Competence, Motivation and Organizational Culture to High School Teacher Job Satisfaction and Performance. *International Education Studies*, 38-45.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. UK: Koganpage.
- As'ad, M. (2004). *Psikologi Industri*. Yogyakarta: Liberty.
- Baloch, S., Shafi, M., Baloch, M. A., Memon, A. S., & Fatima, H. (2016). The Influence of Motivation on Performance of Public Sector Employee. *GSTF Journal on Business Review*, 29-33.
- Bernardin, H. J., & Russel, J. E. (2003). *Human resource management (An Experimental Approach International Edition)*. Singapore: Mc. Graw-Hill Inc.
- Dafruddin, & Heryanto. (2019). The Effect of Work Motivation and Work Environment on Performance WWith Satisfaction as Intervening Variables Education Personnel Rektorat Andalas University. *Archives of Business Research*, 103-120.
- Darma, P. S., & Supriyanto, A. S. (2017). The Effect of Compensation on Satisfaction and Employee Performance. *Management and Economics Journal*, 69-78.
doi:<http://dx.doi.org/10.18860/mecj.v1i1.4524>
- Etebu, C. (2016). Financial Compensation and Employee Performance of Bayelsa State Civil Service. *Journal of Resources Development and Management*, 1-6.
- Gibson, I. D. (1997). *Organisasi Perilaku, Struktur dan Proses* (8 ed.). (N. Adriani, Trans.) Jakarta: Binarupa Aksara.
- Ghozali, I. (2009). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: BP Universitas Diponegoro.

- Hamzah, A., Subroto, B., & Andayani, W. (2018). Efek Mediasi Kepuasan Pada Pengaruh Keadilan Kompensasi Dan Pengembangan SDM Terhadap Kinerja Pegawai. *Jurnal Akuntansi Aktual*, 5(2), 178-189.
- Hanafi, B. D., & Yohana, C. (2017). Pengaruh Motivasi, Dan Lingkungan Kerja, Terhadap Kinerja Karyawan, Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada PT BNI Life Insurance. *Jurnal Pendidikan Ekonomi dan Bisnis*, 73-89.
- Handoko, T. H. (2008). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: Liberty.
- Hartati, T. (2020). Analysis of Influence of Motivation, Competence, Compensation toward Performance of Employee. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 1031-1038.
- Hasibuan, M. S. (2008). *Manajemen Sumber Daya Manusia*. Jakarta: PT Bumi Aksara.
- Heryenzus, & Laia, R. (2018). Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Dengan Kepuasan Karyawan Sebagai Variabel Intervening pada Pt Bank Negara Indonesia Cabang Batam. *JIM UPB*, 12-21.
- Herzberg, F. W., Mausner, B., & Snyderman, B. (1957). *The Motivation to Work*. New York: Wiley.
- Hidayah, N. (2016). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Karyawan Bagian Keuangan Dan Akuntansi Uny). *Jurnal Profita*, 1-12.
- Hidayat, A. (2012, 09 15). *Tutorial Uji Normalitas Kolmogorov Smirnov dengan SPSS*. Retrieved from <https://www.statistikian.com/>:
<https://www.statistikian.com/2012/09/uji-normalitas-dengankolmogorov-smirnovspss.html#:~:text=Konsep%20dasar%20dari%20uji%20normalitas,Z%2DScore%20dan%20diasumsikan%20normal.>
- Idris, M. H. (2017). The Relevance of Financial and Non-Financial Compensation on Professionalism and Lecturers Performance: Evidence from Makassar Private Universities (Indonesia). *Journal of Asian Development*, 162-180.
- Irawan, P. (1997). *Human Resource Management*. Jakarta: STIA Press.
- Jehanzeb, K., Rasheed, M. F., Rasheed, A., & AlamzebAamir. (2012). Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia. *International Journal of Business and Social Science*, 272-278.
- Juneja, P. (2020). *McClelland's Theory of Needs*. Retrieved from Management Study Guide: <https://www.managementstudyguide.com/mcclellands-theory-of-needs.htm>

- Juniari, N. K., Riana, I. G., & Subudi, M. (2015). PENGARUH MOTIVASI TERHADAP KEPUASAN KERJA DAN KINERJA PEGAWAI NEGERI SIPIL (PNS) DI SEKOLAH TINGGI PARIWISATA NUSA DUA BALI. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 823-840.
- Lusri, L., & Siagian, H. (2017). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja. *AGORA*, 5(1).
- Luthans, F. (2011). *ORGANIZATIONAL BEHAVIOR: An Evidence-Based Approach*. New York: McGraw-Hill/Irwin.
- Mangkuprawira, S. (2004). *Manajemen Sumber Daya Manusia Strategik*. Jakarta Selatan: GHALIA INDONESIA.
- Mangkuprawira, S., & Hubeis, A. V. (2007). *Manajemen Mutu Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- Mathis, R. L. (2002). *Manajemen sumber daya manusia: Buku 2*. Salemba Empat.
- Mathis, R. L., & Jackson, J. H. (2010). *Human Resource Management*. South-Western: Cengage Learning.
- Mardiyanti, O. A., Utami, H. N., & Prasetya, A. (2018). The Effect of Financial Compensation and NonFinancial Compensation on Employees' Performance through Job Satisfaction as an Intervening Variable. *Jurnal Administrasi Bisnis*, 135-144.
- Maslow, A. (1954). *Motivation and Personality*. New York: Harper & Row.
- McClelland, D. C. (1961). *The Achieving Society*. New York: Van Nostrand.
- Mello, J. A. (2015). *Strategic Human Resource*. Stamford: Cengage Learning.
- Milkovich, G., & Newman, J. (2004). *Compensation*. Burr Ridge: Irwin McGraw-Hill.
- Mondy, R. W., & Martocchio, J. J. (2016). *Human Resource Management* (14th Ed.). Harlow: Pearson Education.
- Mangkunegara, A. P. (2005). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. REMAJA ROSDAKARYA.
- Mondy, R. W. (2008). *Human Resource Management*. New Jersey: Prentice Hall, Inc.
- Mulyadi. (2001). *Sistem akuntansi*. Yogyakarta: STIE YKPN.
- Prabowo, T. S., Noermijati, & Irawanto, D. W. (2018). The Influence of Transformational Leadership and Work Motivation on Employee Performance Mediated by Job Satisfaction. *Journal of Applied Management (JAM)*, 171-178.

- Purwaningsih, N., & Suwitho. (2012). Pengaruh Kompensasi Finansial dan Nonfinansial terhadap Kerja Karyawan. *Jurnal Ilmu dan Riset Manajemen*, 1-20.
- Rahmawati, R., & Kurnia, M. (2017). The Effect of Job Rotation, Compensation and Workload on Employee Performance with Work Satisfaction as Intervening Variable Case Study in General Hospital (RSUD) Tidar Kota Magelang. *The 6th University Research Colloquium*, 377-390.
- Rasmi, Amiruddin, & Sumardi. (2017). Compensation and Motivation Effect to Employees' Job Satisfaction. *Hasanuddin Economics and Business Review*, 162-167.
- Rivai. (2004). *Manajemen Sumber Daya Manusia untuk Perusahaan Dari Teori Ke Praktik*. Jakarta: PT. Raja Grafindo Persada.
- Rivai, V., & Jauvani. (2009). *Manajemen Sumber Daya Untuk Perusahaan*. Jakarta: PT. Rajagrafindo Persada.
- Rizal, M., Idrus, M. S., Djumahir, & Mintarti, R. (2014). Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studies at Local Revenue Management in Kendari City). *International Journal of Business and Management Inventio*, 64-79.
- Rosita, T., & Yuniati, T. (2016). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Komitmen Organisasional Sebagai Variabel Intervening. *Jurnal Ilmu dan Riset Manajemen*, 5(1), 1-20.
- Rozzaid, Y., Herlambang, T., & Devi, A. M. (2015). PENGARUH KOMPENSASI DAN MOTIVASI TERHADAP KEPUASAN KERJA KARYAWAN (Studi Kasus Pada PT. Nusapro Telemedia Persada Cabang Banyuwangi). *Jurnal Manajemen Dan Bisnis Indonesia*, 201-220.
- Said, H. M., Rose, R. M., Saliken, M. F., & Som, M. S. (2017). The Influence of Motivation Factors Toward Job Satisfaction Among Staff In Property Developer Organization. *International Journal of Innovation in Social Sciences*, 2(1).
- Sari, A. P., & Ardana, K. (2016). Peran Mediasi Kepuasan Kerja Pada Pengaruh Kompensasi Terhadap Kinerja Pekerja Kontrak. *E-Jurnal Manajemen Unud*, 470 - 499.
- Schuler, R. S., & Jackson, S. E. (1999). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Erlangga
- Setiawan, K. C. (2015). PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN LEVEL PELAKSANA DI DIVISI OPERASI PT. PUSRI PALEMBANG. *PSIKIS-Jurnal Psikologi Islami*, 43-53.
- Snell, S., & Bohlander, G. (2011). *Managing Human Resources*. South-Western: Cengage Learning.
- Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). Call for papers: the future of work motivation. *Academy of Management Review*, 379–387.

- Sudiarditha, I. K., Susita, D., & Kartini, T. M. (2019). COMPENSATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS INTERVENING. *Trikonomika*, 80-87.
- Sugiyono. (2018, 02 16). *Pengertian Simple Random Sampling, Jenis dan Contoh*. Retrieved from <https://www.statistikian.com/>: <https://www.statistikian.com/2018/02/pengertian-simplerandom-sampling.html>
- Sutrisno, E. (2011). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Grup.
- Samsuddin, S. (2006). *Manajemen Sumber Daya Manusia* (1st Ed.). Bandung: Pustaka Setia.
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja*. Jakarta: PT BUMI AKSARA.
- Sirait, J. (2006). *Memahami Aspek-aspek Pengelolaan Sumber Daya Manusia dalam Organisasi*. Jakarta Pusat: PT. GRASINDO.
- Subekti, A., & Setyadi, D. (2016). The Implication of Financial Compensation and Performance Appraisal System to Job Satisfaction and Motivation also Employee Performance in PT Pupuk Kalimantan Timur Indonesia. *International Journal of Business and Management Invention*, 5(2), 16-27.
- Talashina, H. E., & Ngatno. (2020). Pengaruh Kompensasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening (Studi: Perawat RS Telogorejo Semarang). *Jurnal Ilmu Administrasi Bisnis*, 275-287.
- Taylor, F. W. (1911). *Principles of Scientific Management*. New York: Harper.
- Theresia, L., Lahuddin, A. H., Ranti, G., & Bangun, R. (2018). The Influence of Culture, Job Satisfaction and Motivation on the Performance Lecturer / Employees. *Proceedings of the International Conference on Industrial Engineering and Operations Management*. Bandung: Researchgate.
- Thaief, I., Baharuddin, A., Priyono, & Idrus, M. S. (2015). Effect of Training, Compensation and Work Discipline against Employee Job Performance. *Review of European Studies*, 23-33.
- Uwizeye, H., & Muryungi, P. (2017). Influence Of Compensation Practices On Employee Performance Of Tea Companies In Rwanda: A Case Study Of Rwanda Mountain Tea. *European Journal of Business and Social Science*, 160-167.
- Vroom, V. (1964). *Work and Motivation*. New York: Wiley.
- Yunarifah, U. N., & Kustiani, L. (2012). PENGARUH MOTIVASI KERJA TERHADAP KINERJA KARYAWAN PT. KEBON AGUNG MALANG. *MODERNISASI*, 145-164.

Yusoff, W. F., Kian, T. S., & Idris, M. T. (2013). HERZBERG'S TWO FACTORS THEORY ON WORK MOTIVATION: DOES ITS WORK FOR TODAY'S ENVIRONMENT? *Global Journal of Commerce and Management Perspective*, 18-22.

Zidle, M. (2020). *Job Satisfaction*. Retrieved 2020, from managementhelp:
<https://managementhelp.org/personalwellness/job-satisfaction.htm>



Appendix 1

Angket Penelitian

Pengaruh Kompensasi Dan Motivasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening

(Studi Pada Bank BPD Daerah Istimewa Yogyakarta Kantor Cabang Sleman)

Assalamualaikum Wr. Wb

Dengan Hormat,

Saya Rizka Hesty Kurniawati mahasiswi jurusan Manajemen Fakultas Ekonomi Universitas Islam Indonesia dalam rangka menyelesaikan tugas akhir dengan judul “Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening: Pada Bank BPD Daerah Istimewa Yogyakarta Kantor Cabang Sleman”.

Sehubungan dengan hal tersebut, saya memohon ketersediaan Bapak/ Ibu untuk berpartisipasi menjadi salah satu responden untuk mengisi kuesioner ini. Kelengkapan jawaban sangat mempengaruhi hasil penelitian ini, maka saya berharap Bapak/ Ibu mengisi jawaban secara objektif. Kuesioner ini semata-mata hanya digunakan sebagai tujuan ilmiah dan jawaban akan dijamin kerahasiaannya. Atas perhatiannya serta bantuan Bapak/ Ibu, saya ucapkan terimakasih.

Wassalamu'alaikum Wr.Wb

Hormat Saya

(Rizka Hesty K)

Identitas Responden

Nama :

Jenis kelamin : Pria/ Wanita

Usia :

- a. ≤ 20 tahun
- b. 21 - 30 tahun
- c. 31 - 40 tahun
- d. > 40 tahun

Pendidikan Terakhir :

- a. SMP
- b. SMA/SMK
- c. Diploma (I, II, dan III)
- d. Sarjana (S1/ S2/ S3)

Lama Bekerja :

- a. < 1 tahun
- b. 1 – 5 tahun
- c. 5 – 10 tahun
- d. > 10 tahun

Petunjuk Pengisian:

Berilah tanda checklist (√) pada jawaban yang telah tersedia sesuai dengan jawaban yang Bapak/ Ibu rasakan.

Keterangan:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

A. Kompensasi

No.	Pernyataan	STS	TS	N	S	SS
-----	------------	-----	----	---	---	----

		1	2	3	4	5
1	Saya mendapatkan gaji yang cukup untuk memenuhi kebutuhan sehari-hari					
2	Gaji yang saya dapatkan sesuai dengan beban kerja saya					
3	Saya mendapatkan bonus atas kontribusi yang saya lakukan					
4	Saya mendapatkan penghargaan yang sebanding dengan keterampilan saya					
5	Perusahaan memberikan bonus untuk karyawan lembur setelah jam kerja					
6	Saya memperoleh tunjangan sesuai yang saya harapkan					
7	Perusahaan tidak pernah untuk tidak mengizinkan karyawan cuti kerja					
8	Besarnya tunjangan kesehatan sebanding dengan resiko kerja saya					
9	Perusahaan memberikan saya tugas sesuai dengan keahlian saya					
10	Tugas yang diberikan perusahaan menyenangkan bagi saya					
11	Saya merasa pekerjaan yang saya miliki dapat meningkatkan kemampuan saya					
12	Saya merasa nyaman dengan suasana dan lingkungan tempat kerja saya					
13	Fasilitas yang tersedia sangat mendukung untuk lingkungan kerja agar kondusif					
14	Perusahaan membentuk tim kerja untuk meningkatkan kerja sama yang baik antar karyawan					

B. Motivasi

No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
1	Gaji yang saya terima cukup untuk memenuhi kebutuhan saya sehari-hari					
2	Saya memiliki jam istirahat yang cukup (makan siang, ibadah, dll)					
3	Keamanan dilingkungan kerja sudah dikelola dengan baik					
4	Kondisi ruangan kerja cukup aman untuk digunakan sehari-hari					
5	Perusahaan menyediakan perlengkapan kesehatan bagi karyawan yang membutuhkan					
6	Saya dapat bersosialisasi dengan baik sesama rekan kerja					
7	Di setiap kegiatan yang diadakan perusahaan, saya ikut berkontribusi					

8	Saya merasa dihargai atas kemampuan yang saya miliki di lingkungan kerja					
9	Perusahaan memberikan peluang bagi karyawan untuk meningkatkan kemampuan dengan pelatihan atau training					
10	Karyawan memiliki kesempatan yang sama untuk mendapatkan promosi jabatan					

C. Kinerja Karyawan

No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
1	Saya mengerjakan tugas sesuai standar mutu perusahaan					
2	Prosedur untuk menyelesaikan tugas sesuai dengan standar perusahaan					
3	Saya bekerja dengan teliti					
4	Saya menyelesaikan pekerjaan dengan jumlah banyak					
5	Saya menyelesaikan pekerjaan sesuai target yang telah ditentukan perusahaan					
6	Tugas yang saya terima dapat saya selesaikan tepat waktu					
7	Saya hadir sesuai dengan jam kerja yang telah ditentukan					
8	Saya menggunakan keuangan perusahaan dengan sebaik-baiknya					
9	Saya dapat meminimalisir pengeluaran perusahaan saat anggaran terlalu banyak					
10	Saya mempunyai kebebasan untuk menyampaikan pendapat					
11	Saya mampu menjalin kerjasama antar rekan kerja					
12	Tugas dapat saya kerjakan tanpa bantuan dari atasan					

D. Kepuasan Kerja

No.	Pernyataan	STS	TS	N	S	SS
		1	2	3	4	5
1	Saya puas dengan pekerjaan yang saya miliki					
2	Saya puas mendapat beban kerja sesuai dengan kemampuan saya					
3	Tugas yang diberikan dapat mengembangkan potensi saya					
4	Perusahaan memberikan imbalan yang cukup bagi karyawan					

5	Tunjangan yang saya dapatkan membantu memenuhi kebutuhan saya					
6	Gaji yang saya terima memiliki system yang jelas					
7	Jika saya melakukan pekerjaan dengan baik, saya akan mendapat promosi					
8	Saya merasa kemajuan yang saya dapatkan membuat saya puas					
9	Perusahaan memiliki system pengawasan yang baik					
10	Perusahaan memiliki system pengawasan yang baik					
11	Atasan memberi arahan yang cukup mengenai pekerjaan saya					
12	Saya puas dengan dukungan moral oleh atasan dan rekan kerja					
13	Saya menikmati bekerja dengan rekan-rekan karyawan diperusahaan					
14	Saya mendapat dukungan yang cukup dari rekan kerja lain					
15	Rekan kerja membantu saya untuk menyelesaikan tugas yang sulit					

Appendix 2

Descriptive Analysis

Classification of respondents based on Gender

Gender	Quantity	Percentage (%)
Male	58	58
Female	42	42
Total	100	100

Classification of respondents based on Age

Age	Quantity	Percentage
< 20 years old	0	0
20 - 30 years old	63	63
30 - 40 years old	29	29
> 40 years old	8	8
Total	100	100

Classification of respondents based on length of work

Length Of Work	Quantity	Percentage
<1 year	16	16
1-5 years	48	48
6-10 years	27	27
>10 years	9	9
Total	100	100

Appendix 3

Descriptive Analysis Research Variabel

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	100	29	65	48,97	7,895
Motivation	100	22	55	40,56	7,130
Job Satisfaction	100	31	70	52,80	8,341
Job Performance	100	24	60	43,50	7,797
Valid N (listwise)	100				



Appendix 4

Classical Assumption Test

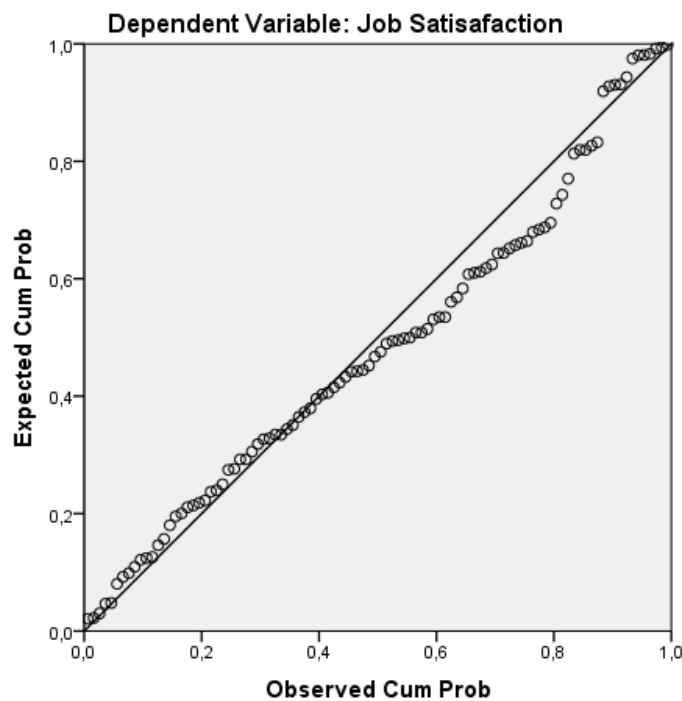
Normality Test Model 1

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,39010471
	Absolute	,103
Most Extreme Differences	Positive	,103
	Negative	-,046
Kolmogorov-Smirnov Z		1,029
Asymp. Sig. (2-tailed)		,240

a. Test distribution is Normal.

b. Calculated from data.

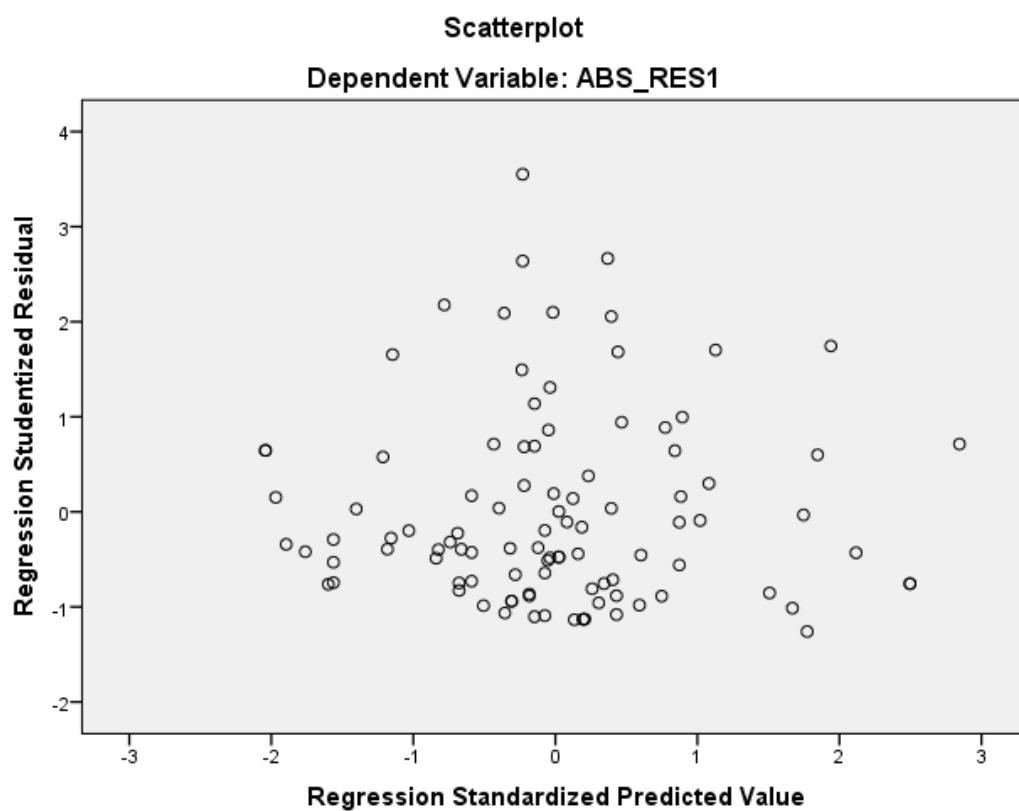
Normal P-P Plot of Regression Standardized Residual



Heteroscedastisity Test Model 1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,551	1,435		3,172	,002
1 Compensation	,014	,051	,050	,282	,779
Motivation	-,067	,056	-,213	-1,199	,233

a. Dependent Variable: ABS_RES1



Multicollinearity Test Model 1

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5,306	2,189		2,423	,017		
Compensation	,525	,077	,497	6,778	,000	,317	3,155
Motivation	,537	,086	,459	6,265	,000	,317	3,155

a. Dependent Variable: Job Satisfafaction

Normality Test Model 2

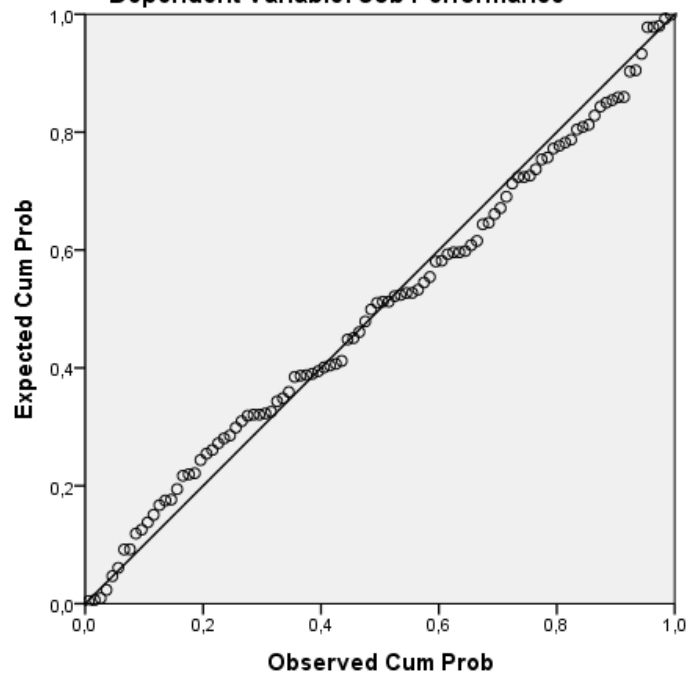
One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,74624539
	Absolute	,057
Most Extreme Differences	Positive	,057
	Negative	-,053
Kolmogorov-Smirnov Z		,567
Asymp. Sig. (2-tailed)		,905

a. Test distribution is Normal.

b. Calculated from data.

Normal P-P Plot of Regression Standardized Residual

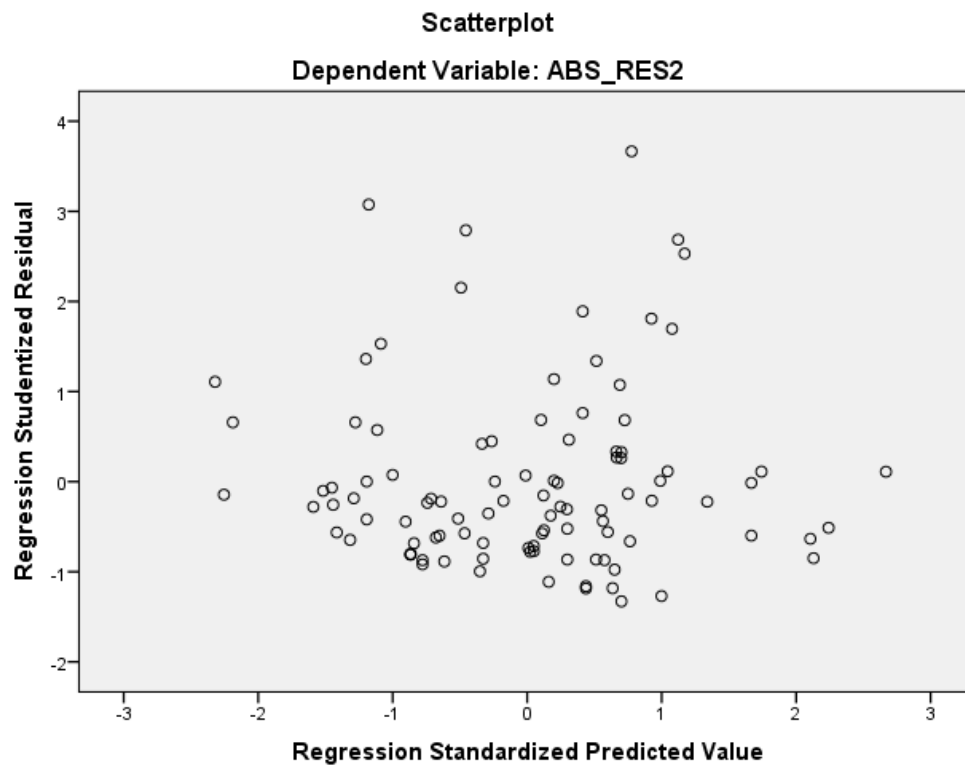
Dependent Variable: Job Performance



Heteroscedastisity Test Model 2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	4,913	1,175		4,183	,000
Compensation	-,090	,049	-,385	-1,834	,070
Motivation	,083	,053	,322	1,571	,119
Job Satisfaction	-,035	,053	-,158	-,660	,511

a. Dependent Variable: ABS_RES2



Multicollinearity Test Model 2

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-3,339	1,836		-1,819	,072		
1 Compensation	,157	,077	,159	2,057	,042	,215	4,649
Motivation	,165	,083	,151	1,998	,049	,226	4,432
Job Satisfaction	,614	,083	,657	7,427	,000	,165	6,054

a. Dependent Variable: Job Performance



Appendix 5

Hypothesis Test

Multiple Linear Analysis Model 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,914 ^a	,835	,831	3,425

a. Predictors: (Constant), Motivation, Compensation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5750,212	2	2875,106	245,112	,000 ^b
	Residual	1137,788	97	11,730		
	Total	6888,000	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Motivation, Compensation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,306	2,189		2,423	,017
	Compensation	,525	,077	,497	6,778	,000
	Motivation	,537	,086	,459	6,265	,000

a. Dependent Variable: Job Satisfaction

Multiple Linear Analysis Model 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,936 ^a	,876	,872	2,789

a. Predictors: (Constant), Job Satisfaction, Motivation, Compensation

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5272,355	3	1757,452	225,965	,000 ^b
Residual	746,645	96	7,778		
Total	6019,000	99			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction, Motivation, Compensation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3,339	1,836		-1,819	,072
Compensation	,157	,077	,159	2,057	,042
Motivation	,165	,083	,151	1,998	,049
Job Satisfaction	,614	,083	,657	7,427	,000

a. Dependent Variable: Job Performance