

# The Right Compensation System Balances Performance, Motivation and Willingness to Work on Daily and Contract Employees (Case Study in Manufacture Company PT. Wira Maju Bersama)



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**ABSTRACT:** The manufacturing industry is faced with the challenge of designing an effective and fair compensation system for two distinct groups of employees: day and contract employees. The ideal compensation system should balance the performance, skills, motivation, and willingness to work of these two groups of employees. Compensation between employees is of course not the same value. This is because compensation is measured based on the level and performance of each employee.

The problem that often arises is the openness of the company in providing compensation to each employee researchers also found that the existing compensation system is less effective in motivating employees and increasing the willingness to work on both groups of employees, namely daily and contract employees. The purpose of this study is to understand how the current compensation system affects the balance and know that compensation must be done in accordance with the hard work of employees. Compensation will also affect employee performance, meaning that appropriate compensation will make employees more motivated and willing to work harder, especially for daily and contract employees. The research method used is quantitative with data collection techniques through questionnaires given to 15 daily employees and 15 contract employees at PT Wira Maju Bersama. The results of this study showed that compensation and motivation have a positive and significant effect on the willingness to work and employee performance. Willingness to work also has a positive and significant effect on employee performance. Simultaneously compensation and motivation affect the willingness to work and variable compensation, motivation, and willingness to work affect employee performance.

**KEYWORDS:** compensation, work motivation, willingness to work, Employee Performance

## INTRODUCTION

Performance is an issue that is often commonly discussed. Performance according to Ruky quoted by Mangkunegara (2010) is an activity or program carried out and implemented by the leadership of the organization or company to direct and control employee achievement.

Research conducted by Dhermawan, Sudibya & Utama (2012) states that compensation for performance shows a positive and significant influence on the environment of the Bali Provincial Public Works office. This means that the increase in compensation will have an impact on improving the performance of employees and vice versa if the compensation given by the company to employees is less or not good, then the impact that occurs in the company is the performance of employees will be low. Motivation and contract work system implemented in a company are important things that also determine employee performance. This, among other things, can be seen from the results of research conducted by Retnosari et al (2016) shows that a well-implemented contract work system will improve employee performance. Meanwhile, research conducted by Larasati and Gilang (2014) shows that work motivation has a positive and significant effect on employee performance

Performance measurement according to Bernadin and Russell, in terms of quality, related to the perfection of the process or the results of activities leading to the desired goal. While in terms of numbers, it leads to how much is produced and is associated with timeliness in completing work, effectiveness in terms of costs, supervision and interpersonal skills of employees. Employees with high performance can complete the job faster with better quality, thus increasing the productivity and efficiency of the company.

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When employees feel valued for their performance, they will be more motivated to work hard and give their best. Employees who are satisfied with their work tend to stay in the company longer.

Performance problems can also have a significant negative impact on companies such as:

- Decreased productivity: low performance can lead to a decrease in the results or output produced by the company.
- Rising costs: low performance can lead to rising production costs, overhead, and other expenses.
- Customer dissatisfaction: low performance can lead to customer dissatisfaction, which can result in loss of customers and decreased revenue.
- Decreased employee morale: low performance can lead to decreased employee morale, which can result in increased absenteeism, employee turnover, and lower performance in the future.
- Reputation damage: poor performance can damage an organization's reputation, which can result in difficulty attracting top investors, business partners, and talent.

Employee performance is influenced by a variety of complex and interrelated factors. Here are some common potential factors to consider:

- Compensation: by providing competitive compensation can increase the motivation and willingness to work employees, so they are more encouraged to work hard and achieve targets.
- Promotion and career development opportunities: opportunities for promotion and career development can provide motivation for employees to continue to learn and improve their performance.
- Corporate culture: a positive and supportive corporate culture can increase employee morale and togetherness, so they are more motivated to work together and achieve common goals.
- Job incompatibility: the employee may have no interest in or a mismatch between the employee's personal values and goals and the company's values and goals.
- Leadership: good leadership from superiors can provide the motivation, direction, and support employees need to achieve optimal performance.
- Motivation: motivation is the drive that drives employees to work hard and achieve goals. Motivation can be influenced by various factors, such as salary, benefits, promotion opportunities, rewards, and a conducive work environment.

Although many factors that affect employee performance, compensation is chosen by researchers as one of the main factors following several reasons:

- Meet basic needs: human beings are beings who have basic needs, such as food, shelter and clothing. Compensation allows employees to meet these basic needs, so they can focus on their work without worry.
- Increase motivation: compensation can increase employee motivation to work hard and achieve targets. When employees feel valued for their work with competitive pay and benefits, they are more driven to perform at their best.
- Increase job satisfaction: job satisfaction is the positive feeling that employees have towards their work. Compensation can increase employees' willingness to work, so that they feel happy and happy with their work.
- Attract and retain talent: competitive compensation can attract the best talent to work in the organization. In addition, adequate compensation can also help the organization to retain its best talents and prevent them from moving to another company.
- Increase productivity: employees who are satisfied with their compensation tend to be more productive and efficient at work. This is because they feel valued and respected by the company.

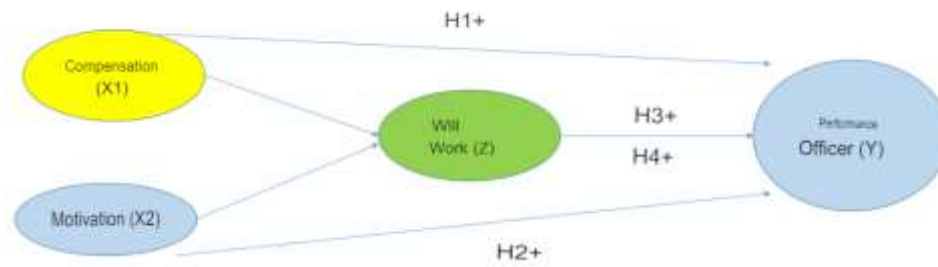
### RESEARCH OBJECTIVES

This study aims to examine some of the influence between variables. First, to test the effect between variable compensation and employee performance. This is indicated by the first hypothesis (H1), that there is a positive and significant effect of compensation on employee performance second, to test the positive and significant effect of motivation on employee performance. This is shown by the second hypothesis (H2). Third, to test which of the influence of motivation and compensation is more dominant on employee performance. This is shown by hypothesis 3 (H3). Fourth, there is a simultaneous influence between compensation, motivation, and job satisfaction on employee performance as shown by hypothesis 4 (H4)

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## RESEARCH METHODS

The following picture of the frame of mind in this study is the relationship between compensation, motivation, willingness to work on performance.



Hypothetical Results:

- H1+: there is a positive influence between compensation and
- H2+: there is a positive influence between employee motivation and performance.
- H3+: there is a positive influence between the willingness to work and employee performance.
- H4+: there is a simultaneous influence between compensation, motivation, and willingness to work on employee performance

## Object Of Research

The objects studied in this study are employees of PT. Wirasena Maju Bersama is located at Jalan mbah kilong Cibarusah Cikarang Selatan Bekasi. PT. Wirasena is a manufacturing company that produces various kinds of electronic parts, especially refrigerators with its customers from PT. Sharp Electronic Indonesia. This study was conducted on 30 employees of which there are 15 daily employees and 15 contract employees.

## Types Of Research

This study uses the type of quantitative research with descriptive and verification approach.

## Data Processing Techniques

Data collected were analyzed using SPSS 26.0 with techniques:

- Descriptive analysis: calculates the mean, median, and standard deviation for compensation and Performance System variables.
- Correlation test: calculates Pearson correlation coefficient to find out the relationship between compensation system and performance.
- Simple linear regression: analyze the effect of compensation systems on performance using simple linear regression.

## LITERATURE REVIEW

1. Employee Performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone. Performance (job performance) is the result of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him (Mangkunegara, 2005) performance is influenced by many factors, including: the quality and ability of employees, work motivation and supporting facilities and supra facilities. Matters related to supra sarana, including government policies regarding the contract work system (specific time work Agreement/PKWT) contained in law no. 13 of 2003 on employment.
2. Contract employees are employees who work in an agency with a certain time work based on an agreement or contract. This work agreement is called a certain time work Agreement (PKWT), which is a work agreement based on a period of time that is held for a maximum of 2 years and can only be extended 1 time for a maximum period of 1 year (Indonesian labor law 2003 in Article 59 paragraph 1). According to Simanjuntak (2011: 82), employment agreements are agreements made by employees to discuss collective agreements on employment, rights, and obligations of the parties. Simanjuntak also said that the benefits of a collective labor contract are used to perform the employee's obligations and receive his rights, and are used as guidelines for recognizing and respecting the employer's authority. Indirectly, due to the rights of employees described in the content of the full contract with the company, an employment agreement can lead to job satisfaction. Day employees are employees who work flexible hours and are usually paid based on hourly wages, while contract employees are workers who have more structured hours and receive a monthly salary
3. Compensation is all income in the form of money, goods directly or indirectly received by employees in exchange for services rendered to the company (Hasibuan, 2008) compensation is one way that companies can provide in the form of rewards to employees. Compensation can increase or decrease employee performance. Compensation to employees needs to get more

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attention by the company. Compensation must have a solid, correct and fair basis. If compensation is felt unfair, it will cause disappointment to employees, so that good employees will leave the company. Therefore, in order to retain good employees, the compensation program is made in such a way, so that potential employees will feel valued and willing to stay in the company (Muljani, 2002). Compensation given to employees aims to be more motivating in improving performance in the company. Employees who feel their compensation is sufficient will have a greater willingness to work and the company's goals will be achieved well.

4. Work motivation by Suhendra and Hayati (2006), defined as an expertise, in directing employees and organizations to want to work successfully, so that the wishes of employees and organizational goals are simultaneously achieved. Motivation becomes important for employees, motivated employees will feel happier, healthier and want to come to work. Lack of employee motivation can seriously impact employee absenteeism and engagement rates. Low employee morale can be detrimental to achieving business goals and company profitability.
5. Willingness to work is the willingness of individuals to exert effort and time in work. This is an important factor that affects the performance and productivity of individuals. A high willingness to work can increase an individual's dedication, commitment, and persistence in completing tasks and achieving goals. The following aspects of willpower work:
  - Initiative: the ability to start and complete tasks without waiting for instructions.
  - Perseverance: persistence in completing tasks despite obstacles or difficulties.
  - Discipline: the ability to obey the rules and complete tasks on time.
  - Responsibility: willingness to take responsibility for the work and the results achieved. Motivation: The Drive and reason that drives the individual to work hard.

### RESULTS AND DISCUSSION

PT Wira Maju Bersama is a PMDN company that was only established in April 2022 with its business fields of Industry, large trade in various goods, and subcon services for the assembly of semi-finished goods. Currently, the new business activities carried out are subcon services for semi-finished goods from the Customer and then assembled and added new parts to the goods, then returned back to the customer with the condition that everything has been assembled. The company has 30 employees divided into 15 contract employees and 15 daily employees. The company is located in Cibarusah, kecamatan Cikarang Selatan, Kab.Bekasi. To meet production targets each year the company analyzes the performance of their employees whether they have met the targets of the company the following table of production achievement performance.

**Table 1. Performance achievement of PT Wira Maju Bersama**

Year	Target	Actual
Apr -Des 2022	100,000	92,584
Jan-Des 2023	350,000	319,398
Jan-Mei 2024	160,000	155,410

**Source:** Data from PT Wira Maju Bersama

The table above explains that employee performance is below standard, because the time given is always higher than the goal and the performance does not actually reach the goals set by management. This is what makes the company's management to regulate how the demand that comes is high but the specified target capacity is never reached by employees. Then the company checks the employee's attendance report to see if the attendance list affects the non-fulfillment of production targets each month. Here is the employee attendance table as of Apr 2022 – May 2024:

**Table 2. Absences of PT Wira Maju Bersama employees in 2024**

No	Month	Day work/month	Number of absences (Employee)			Total Days
			Harp	Sick	Permit	
1	Jan	25	1	2	2	5
2	Feb	25	3	2	1	6
3	Mar	25	2	3	2	7
4	Apr	25	2	4	2	8
5	Mei	25	4	3	3	10

**Source:** Data from PT Wira Maju Bersama

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From the table above, in the last 5 months, the level of employee absenteeism has continued to increase from the beginning of January to May 2024. Since January the number of absenteeism and willingness to work employees continues to decline, due to the increasing absence of employees and absent for no reason continues to grow and adversely affect the progress of PT Wira Maju Bersama, so it can harm the company if the employee rarely does not enter the company's work target is not completed quickly and there is a buildup of work more and more.

To find out what problems are happening the company then made a questionnaire that was distributed to its employees, the statement List was distributed to 30 respondents employees of PT. Heroes Come Together. The questionnaire was tested using validity and reliability test with valid and reliable calculation results.

Data Collection Techniques Research Data were collected through a questionnaire using a Likert scale of 1-5. The questionnaire is divided into two parts, namely:

- Part 1: respondent profile (type of employee, length of service, etc.)
- Part 2: assessment of compensation systems and performance of Data processing techniques Likert scale is a scale used to measure attitudes, opinions, and perceptions of a person about a particular object or phenomenon (Siregar, 2014, p.50).

Here are the results of the questionnaire which includes several variables, namely:

- Current compensation system  
The company asked 30 employees about the compensation system that the company currently provides. The list of statements distributed to employees of PT. Heroes Come Together. The questionnaire was tested using validity and reliability test with valid and reliable calculation results. See Table 3.

**Table 3. Assessment of the Current Compensation System**

Variable	Measurement	Likert Scale Rating 1-5					Total Respondent
		1	2	3	4	5	
Assessment System Compensation Current	Is the compensation system in the company is currently fair and transparent? _____		15	9	1	5	30
	What is the current compensation system motivate me to work more okay? _____		10	6	8	6	30
	What is the current compensation system according to my performance? _____	1	12	7	4	6	30
	What is the current compensation system in accordance with the expertise and my experience? _____	1	9	8	10	2	30
	What is the current compensation system makes me feel appreciated company? _____	1	13	8	5	3	30
	Total Rating	3	59	38	28	22	

Rate 1 - 5 where the lowest value is 1 and the highest value is 5 (STS = strongly disagree, SS =Very Agree)

Source: processed Data

Those the cumulative value of the score obtained from the employee's assessment of compensation is the majority of employees disagree a total of 59 votes out of 5 statements about the company's current compensation system

### Factors affecting the proper compensation system

The company asked 30 employees which factors most influenced the right compensation system for current employees. The list of statements distributed to employees of PT. Heroes Come Together. The questionnaire was tested using validity and reliability test with valid and reliable calculation results. See Table 4.



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**Table 4. Factors affecting the proper compensation system**

Variable	Measurement	Likert Scale Rating 1-5					Total Respondent
		1	2	3	4	5	
Factors that Influence Compensation System the right one	Performance	1	4	3	7	15	30
	Expertise and experience	1	2	4	18	5	30
	Motivation		3	5	8	14	30
	Willingness to work		2	6	12	10	30
	Other factors (please mention):	1	2	3	16	8	30
	Number Of Employees	3	13	21	61	52	

Rate 1 - 5 where the lowest value is 1 and the highest value is 5 (STP = very not important, SP = very important)

Source: processed Data

Thus, the cumulative value of the score obtained from the factors that affect the appropriate compensation system in the company is 61, i.e. agree if these factors affect compensation

### Expectations of the Ideal compensation system

The company asked 30 employees about their expectations for the Ideal compensation system in the future. The list of statements distributed to employees of PT. Heroes Come Together. The questionnaire was tested using validity and reliability test with valid and reliable calculation results. See Table 5

**Table 5 expectations of the Ideal compensation system**

Variable	Measurement	Likert Scale Rating 1-5					Total Respondent
		1	2	3	4	5	
Hope against System Compensation Ideal	Explain the compensation system do you think it would be ideal for staff daily in this company.	3	3	1	2	6	15
	Explain the compensation system do you think it would be ideal for staff contract in this company.	1	2	3	2	7	15
	Name any elements that do you think it is important to, included in the compensation system in this company.	5	4	5	6	10	30
	Number Of Employees	10	11	12	14	28	

1= bonus, 2 = health facilities, 3 = meal allowance, 4 = Transportation Allowance, 5 = salary increase

Source: processed data

Those the cumulative value of the score obtained from the employee's expectations for the ideal compensation system for the right compensation system in the company is 28, that is, they prefer a salary increase in the future

### Types of Research

This study uses the type of quantitative research with descriptive and verification approach.

### Data Processing Techniques

Data collected were analyzed using SPSS 26.0 with techniques:

- Descriptive analysis: calculates the mean, median, and standard deviation for compensation and Performance System variables.

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- Correlation test: calculates Pearson correlation coefficient to find out the relationship between compensation system and performance.
- Simple linear regression: analyze the effect of compensation systems on performance using simple linear regression.

### RESEARCH RESULTS OBTAINED

#### Description Of Data

- Type Of Officer:
  - Day clerk: 15 respondents (50%)
  - Contract Employees: 15 respondents (50%)
- Long Time Working:
  - less than 1 year: 5 respondents (16.7%)
  - 1-2 years: 10 respondents (33.3%)
  - More than 2 years: 15 respondents (50%)

#### Descriptive Analysis

Variable	Mean	Median	Standard Deviation
Compensation	3.21	3.00	0.87
Work Motivation	3.54	3.50	0.72
Willingness To Work	3.42	3.50	0.68
Performance	3.38	3.25	0.71

#### The Correlation Test

Based on the Pearson correlation test, there is a significant positive relationship between:

- Compensation and performance ( $r = 0.52, p < 0.05$ ).
- Motivation and performance ( $r = 0.61, p < 0.05$ ). \* Willingness to work and performance ( $r = 0.58, p < 0.05$ ).

Variable Pairs	Correlation coefficient (r)	P value
Compensation-Performance	0.52	0.001
Work Motivation-Performance	0.61	0.000
Willingness To Work-Performance	0.58	0.000

#### Simple Linear Regression

A simple linear regression model shows that:

- Regression coefficient (B) for the compensation variable is 0.245. This means that each one-point increase in the compensation variable increases the average performance score by 0.234 points.
- Regression coefficient (B) for the motivation variable is 0.312. This means that each one-point increase in the motivation variable increases the average performance score by 0.312 points.
- Regression coefficient (B) for the variable willingness to work is 0.285. This means that every one-point increase in the willingness to work variable increases the average performance score by 0.285 points.
- The value of t for all independent variables (compensation, motivation, willingness to work) is significant ( $p < 0.05$ ).

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Interpretation of Simple Linear Regression Results:

Variabel	Koefisien Regresi	Nilai Standar (Std. Kesalahan)	Nilai t	Nilai p <sup>1</sup>	Signifikansi
Konstanta	1.523	0.214	7.127	0.000	Signifikansi
Kompensasi	0.245	0.087	2.816	0.006	Signifikansi
Motivasi	0.312	0.075	4.160	0.000	Signifikansi
Kemauan Bekerja	0.184	0.062	2.974	0.003	Signifikansi

Compensation, motivation and willingness to work have a significant influence on performance.

- Increased compensation, motivation, and willingness to work will improve performance.
- The R-squared value indicates that 52.4% of performance variability is explained by compensation, motivation, and willingness to work.

## CONCLUSION AND ADVICE

The results showed that there is a significant positive relationship between compensation, motivation, and willingness to work on employee performance.

- Compensation has a positive and significant influence on the performance of employees of PT Wira Maju Bersama. A good compensation system that satisfies employees can increase their motivation and morale, thus encouraging them to work harder and improve their performance.
- Motivation has a positive and significant influence on the performance of employees of PT Wira Maju Bersama. Employees who have high motivation will be more driven to achieve work goals and improve their performance.
- Willingness to work has a positive and significant influence on the performance of employees of PT Wira Maju Bersama. Employees who have a high willingness to work will be more willing and willing to work with dedication and responsibility.

The ideal compensation system to balance performance, motivation, and willingness to work for day-to-day and contract employees is a performance-based compensation system combined with attractive benefits and benefits. PT. Wira Maju Bersama needs to implement the right compensation system to improve the performance, motivation, and willingness to work of employees, so that ultimately increase the productivity and profitability of the company.

### Advice

Based on the results of this study, it is recommended that manufacturing companies implement the following compensation systems:

Performance-based compensation system:

- Set clear and measurable performance targets.
- Give rewards to employees who achieve performance targets. o use an attractive bonus or incentive system.

Allowances and benefits:

- Provide adequate health and social benefits.
- Provide meal and transportation allowance.
- Provide annual leave, sick leave, and maternity/childbirth leave.
- Provide opportunities for self-development. PT Wira Maju Bersama also needs to monitor and evaluate the compensation system periodically to ensure that the compensation system is still effective and in accordance with the needs and expectations of employees.

PT Wira Maju Bersama also needs to monitor and evaluate the compensation system periodically to ensure that the compensation system is still effective and in accordance with the needs and expectations of employees

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