

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND COMPENSATION ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS INTERVENING VARIABLES AT COMPANY X IN YOGYAKARTA

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**Abstract.** The goal of this research is to examine the relationship between organisational culture, compensation, and employee performance at Company X in Yogyakarta via the moderating effect of job satisfaction. In this quantitative study, questionnaires were sent online using Google Forms to collect data. Using a stratified random sample technique, we selected 94 employees from a population of 313. The t-test, the F-test, simple and multiple linear regression analysis, and path analysis all play roles in the study's analysis procedure. Employee performance is positively impacted by organisational culture and salary, which in turn positively impacts job happiness, which in turn positively impacts employee performance, as shown by this study. Studies reveal that the relationship between organisational culture and compensation and employee performance is complex, with job satisfaction variables acting as intermediaries. Organisations should dig deeper into the causes of pleasure because of the mediating function it appears to play.

**Keywords:** *compensation; employee performance; job satisfaction; organizational culture*

## I. INTRODUCTION

A company's performance indicates how far it has come. When an employee performs well, it is because they have made the most of their abilities, resources, and chances to produce an excellent outcome in their work [1]. Robbins, for his part, argues that performance is the degree to which individuals and teams are able to carry out and finish their assigned duties in accordance with the responsibilities they have been assigned by the company [2]. Organisational culture and pay structure are two major elements that affect employee performance. The success of an organisation can be gauged by looking at its culture. As a shared system of meaning that distinguishes one organisation from another, organisational culture provides both a basis for the members of an organisation and a means of differentiation between them [2]. The concept of "organisational culture" refers to the way in which its employees conceptualise their workplace as having its own unique culture with its own system of common meanings. This is something that just happened recently [3]. From the above, we may draw the conclusion that organisational culture is something that sets apart and distinguishes one company from another. Employees are more motivated to work hard when they are paid well. Workers are compensated for the time and effort they put into their jobs [4]. In exchange for their services, workers receive compensation, which can take several forms [5]. Not dissimilarly, compensation is all forms of remuneration received by employees, as defined by Sedarmayanti [6]. After reviewing the definitions above, it becomes clear that compensation refers to the monetary and in-kind benefits that an organisation gives its workers in exchange for their efforts.

Job satisfaction is one of the variables that can mediate the relationship between organisational culture and compensation and employee performance. Both of these factors have an impact on performance, but they can do so in a variety of ways. An individual's level of job satisfaction is a direct reflection of his or her appreciation for the opportunities presented by the employment [7]. Job satisfaction, according to Sutrisno, is what determines whether or not workers are happy in their positions [8]. task satisfaction can be defined as the feeling one gets after a task well done is well received. Several earlier research explore the impact of organisational culture and salary on employee performance through work satisfaction as an intervening variable, lending credence to these views. Consistent with prior study by Gunawan and Hartono, it demonstrates that there is a positive and statistically significant effect of job satisfaction on the relationship between organisational culture and employee performance [9]. According to research by Fahmi et al., there is a positive and significant relationship between organisational culture and employee performance and job satisfaction [10]. Wahjoedi's research demonstrates that there is a favourable and significant relationship between organisational culture and employee performance and job satisfaction [11]. However, Ramadhani and Setiawati found that organisational culture had a detrimental effect on employee performance measured by how satisfied they are with their jobs [12]. Through an analysis of job satisfaction, Nelly and Erdiansyah demonstrate the detrimental effects of company culture on productivity [13]. This supports the idea that an organization's culture may both boost and hinder productivity in the workplace. In addition, when workers are happy in their jobs, their productivity often

increases. According to the findings of Hidayat's study, the compensation-job-satisfaction nexus has a favourable effect on productivity [14]. The compensation-job-satisfaction nexus has been shown to have a favourable effect on productivity, according to studies by Efendi and Yusuf [15]. In contrast to the findings of Idris et al. This indicates that job satisfaction moderates the impact of compensation on worker productivity [16]. The purpose of the study was to verify whether or not organisational culture and compensation influence the relationship between work satisfaction and performance.

Company X's Yogyakarta staff are the intended participants in this study. Established in 2014, Company X is a participant in the thriving beauty industry. There are now five different brands of cosmetics produced by Company X. The purpose of this research is to address the research question, "Is there a relationship between organisational culture and compensation for employee performance in Company X."

## II. RESEARCH METHODS

The researchers in this study employed quantitative approaches to obtain data by surveying workers at Yogyakarta's Company X. Company X, a cosmetics firm in the Sleman Regency, Special Region of Yogyakarta, is where this investigation is taking place. There were 313 workers included in the study as a whole, and from them 94 were randomly selected to serve as samples. In this work, we analysed the data with SPSS 27 and utilised simple linear regression, multiple linear regression, and path analysis.

## III. RESULTS AND DISCUSSION

This section will detail the outcomes of a study conducted on the relationship between organisational culture, salary, and performance in Yogyakarta-based firm X, with work satisfaction serving as an intermediate variable. The following are the results of this study:

### *The Effect of Organizational Culture and Compensation on Employee Performance*

In table 1 below, you'll see the outcomes of our regression analysis on organisational culture and pay for performance.

Table 1. Multiple Linear Regression Result I

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	1.232	0.280		4.400	0.001
Organizational Culture	0.538	0.084	0.582	6.436	0.001
Compensation	0.179	0.69	0.235	2.595	0.011
a. Dependent Variable: Employee Performance					

using the data in table 1. Both the organisational culture variable and the pay variable have significance levels of 0.0010.05 and 0.0110.05, respectively. In light of these findings, it can be concluded that both organisational culture and compensation at Company X in Yogyakarta have a positive and

statistically significant effect on workers' productivity. This study's findings corroborate those of other studies which found that a company's culture has a favourable and substantial effect on productivity within the workplace. Hermawati (2021) also used research variables and SPSS to analyse data, hence their studies are comparable. The study's samples and study sites were not comparable [17]. Hermawati's (2021) findings that pay has an impact on productivity are consistent with the findings of this study. The variables and SPSS utilised for analysis form the basis of this study's equation. The sample size and geographic area of the studies also vary [17].

### *The Effect of Organizational Culture and Compensation on Job Satisfaction*

Table 2 below displays the outcomes of a regression analysis of organisational culture and employee salary based on their level of job satisfaction.

Table 2. Multiple Linear Regression Result II

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	-0.455	0.301		-1.514	0.134
Organizational Culture	0.518	0.090	0.407	5.772	0.001
Compensation	0.566	0.074	0.537	7.620	0.001
a. Dependent Variable: Job Satisfaction					

Both the organisational culture variable and the salary variable have a significance level of 0.0010.05, as shown in table 2. These findings indicate that both organisational culture and salary have positive and significant effects on employees' levels of contentment with their jobs at Company X in Yogyakarta. This research lends credence to the findings of Serinkan and Kiziloglu (2021), who discovered that an organization's culture might have an effect on employees' happiness on the job. The variables and SPSS analysis form the equation of this study. The study's sample and its subject matter are what set them apart [18]. Previous studies have found a positive and significant relationship between salary and contentment in the workplace; these findings corroborate that hypothesis. Similar to Ramlah et al.'s (2021) study, which uses some of the same variables. The study's sample, methodology, and setting are what set it apart [19].

### *The Effect of Job Satisfaction on Employee Performance*

Results from a regression analysis of job satisfaction on productivity are shown in table 3 below. The significant level of the job satisfaction variable is 0.001 <0.05, as shown in table 3. These findings indicate that job satisfaction has a positive and statistically significant effect on productivity at Company X in Yogyakarta.

Table 3. Simple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constants)	2.080	0.217		9.581	0.001

Job Satisfaction	0.532	0.051	0.733	10.341	0.001
a. Dependent Variable: Employee Performance					

This research lends credence to the findings of other studies that show a positive and statistically significant link between job happiness and productivity. Idris et al.'s (2020) study has several of the same independent factors. Research, research samples, and analysis software were identified as areas of differentiation [16].

*The Influence of Organizational Culture and Compensation on Employee Performance through Job Satisfaction as an Intervening Variable*

Here, we provide findings from an investigation into how work satisfaction mediates the relationship between organisational culture and pay and productivity. The first step in determining whether or not compensation and company culture have an effect on employee performance via the Path test is to determine whether or not company culture has an effect on employee performance via the Path test. The following are the steps that can be taken to complete the calculation. As a first step, check the impact of job satisfaction and organisational culture on worker productivity with a regression analysis. The table below displays the outcomes of the regression analysis.

Table 4 .Results Of Organizational Culture Regression On Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	0.044	0.374		0.119	0.906
Organizational Culture	0.964	0.087	0.758	11.136	0.001
a. Dependent Variable: Job Satisfaction					

Table 4 shows that organisational culture is a P2(a) with a standardised coefficient of beta equal to 0.758. The formula for linear regression is presented here:

$$Z = \alpha + b_1X_1 + E$$

$$Z = 0.044 + 0.964X_1 + E \tag{1}$$

Furthermore, it is the end outcome of the following causal chain connecting organisational culture, work happiness, and employee output:

Table 5. Results Of Organizational Culture Regression And Job Satisfaction On Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 (Constants)	1.377	0.260		5.300	0.001
Organizational Culture	0.390	0.092	0.422	4.227	0.001
Job Satisfaction	0.300	0.073	0.413	4.139	0.001
a. Dependent Variable: Employee Performance					

From the data in Table 1, we may infer that organisational culture has a beta of 0.422, making it P1(c), whereas job satisfaction has a beta of 0.413, making it P3(b). The form of the equation for multiple linear regression is as follows:

$$Y = \alpha + b_1X_1 + b_2Z + E$$

$$Y = 1.377 + 0.390X_1 + 0.300Z + E \tag{2}$$

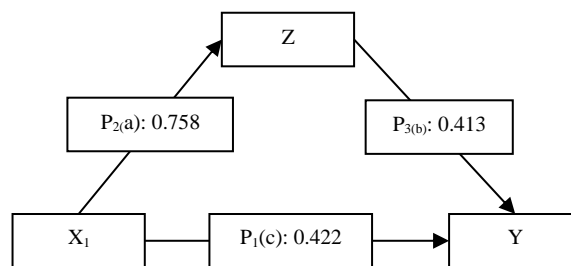


Figure. 1 Analysis of Organizational Culture Path (X1) to Employee Performance (Y) through Job Satisfaction (Z)

By multiplying the organisational culture path on job satisfaction with the job satisfaction path on employee performance, we can see the indirect influence of organisational culture variables on employee performance through job satisfaction.  $0.964 \times 0.300 = 0.289$ . The variance values of e1 and e2 are then determined. The formula for determining the variance value (e) is:

$$e = \sqrt{1 - R^2} \tag{3}$$

Organisational culture and work satisfaction are regressed against one another, and employee performance is regressed against job satisfaction and organisational culture:

Table 6. Model Summary I

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.758 <sup>a</sup>	0.547	0.569	0.34552
a. Predictors: (Constant), Organizational Culture				
b. Dependent Variable: Job Satisfaction				

Table 6. Model Summary II

Model Summary				
Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.783 <sup>a</sup>	0.613	0.605	0.24030
a. Predictors: (Constant), Job Satisfaction, Organizational Culture				
b. Dependent Variable: Employee Performance				

Applying the results from the preceding test, we may calculate the following for the variances (e1) and (e2) of job satisfaction (Z) and employee performance (Y), respectively, that cannot be accounted for by differences in organisational culture (X1):

$$\begin{aligned}
 e_1 &= \sqrt{1 - R^2} & e_2 &= \sqrt{1 - R^2} \\
 e_1 &= \sqrt{1 - 0.547} & e_2 &= \sqrt{1 - 0.613} \\
 e_1 &= 0.673 & e_2 &= 0.622 \tag{4}
 \end{aligned}$$

The sobel test is used to demonstrate whether or not job satisfaction acts as a moderating factor between organisational culture and employee performance. To get the t-count for this test, we use the following formula, which requires us to first determine the mean indirect influence error:

$$S_{ab} = \sqrt{b^2 s_a^2 + a^2 s_b^2 + s_a^2 s_b^2}$$

$$S_{ab} = \sqrt{0.413^2 0.087^2 + 0.758^2 0.073^2 + 0.087^2 0.073^2}$$

$$S_{ab} = 0.066 \tag{5}$$

By contrasting the t-count with the t-table, we may examine whether or not an indirect effect is statistically significant. The indirect influence is regarded substantial if the t-count is larger than the t-table. The following equation is used to calculate the t-value for a given set of data:

$$t\text{-count} = \frac{ab}{S_{ab}}$$

$$t\text{-count} = \frac{(0.758)(0.413)}{0.066}$$

$$= 4.743 \tag{6}$$

The calculated value of t was found to be 4.743. Then, the t-count value is compared to the value from the t-table. With a sample size of 94 and a significance level of 0.05, we get a t-table value of 1.986. Given that 4.153 > 1.986 in the t-table, the t-count must be larger. With an influence value of 4.153, it is clear that the job satisfaction variable plays a substantial role as a mediator between organisational culture variables and employee performance variables. Therefore, organisational culture significantly and positively affects employee performance as measured by work satisfaction. This study's findings provide credence to the idea that job satisfaction acts as a moderator between organisational culture and worker productivity. Gunawan and Hartono (2022) conducted the research, and they, too, used SPSS to analyse the data. Meanwhile, there were discrepancies between the samples and the objects of study [9]. The Path test will then be used to investigate whether or not compensation has an impact on performance after controlling for work satisfaction. The following are the steps that can be taken to complete the calculation. Start by studying the relationship between remuneration and employee performance as well as the relationship between compensation and work happiness. The table below displays the outcomes of the regression analysis.

Table 8. Results Of Compensatory Regression On Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	0.576	0.281	2.036	0.043
	Compensation	0.845	0.065	12.916	0.001

a. Dependent Variable: Job Satisfaction

The regression results show that compensation was given a P2(a) of 0.803 as the standardised coefficient beta. Here is how the equation should be written:

$$Z = \alpha + b_1 X_2 + E$$

$$Z = 0.576 + 0.845 X_2 + E \tag{7}$$

The effects of salary regression and work satisfaction on productivity are also detailed:

Table 9. Results Of Regression Of Compensation And Job Satisfaction On Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	2.020	0.239	8.453	0.001
	Compensation	0.055	0.091	0.608	0.545
	Job Satisfaction	0.490	0.087	5.654	0.001

a. Dependent Variable: Employee Performance

Compensation receives a beta of 0.073, which will be P1(c), and work satisfaction receives a beta of 0.675, which will be P3(b), according to the regression results. The form of the equation for multiple linear regression is as follows:

$$Y = \alpha + b_2 X_2 + b_3 Z + E$$

$$Y = 2.020 + 0.073 X_2 + 0.675 Z + E \tag{8}$$

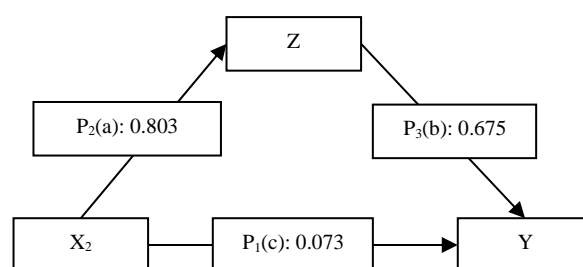


Figure. 2 Compensation Pathway Analysis (X<sub>2</sub>) of Employee Performance (Y) through Job Satisfaction (Z)

It is possible to compute the indirect effect of X<sub>2</sub> on Y via Z by multiplying the X<sub>2</sub>-Z path by the Z-Y path, as shown in the following equation: 0.845 x 0.409 = 0.414. The next thing to do is to determine the variance e1 and variance e2 values. The following equation can be used to determine the variance value (e):

$$e = \sqrt{1 - R^2} \tag{9}$$

For each regression, the summary model table can be used to calculate the R<sup>2</sup> value of the relationship between pay and contentment on the job and between pay and productivity among workers. Here is a table that summarises the model:

Table 10. Model Summary I

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.803 <sup>a</sup>	0.645	0.641	0.31554

a. Predictors: (Constant), Compensation  
b. Dependent Variable: Job Satisfaction

Table 11. Model Summary II

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	0.734 <sup>a</sup>	0.539	0.529	0.26230

a. Predictors: (Constant), Job Satisfaction, Compensation  
b. Dependent Variable: Employee Performance

Based on the results of the aforementioned hypothesis test, we can calculate the following values for the unexplained portion of the variance (e1) in the variable job satisfaction (Z)

and the unexplained portion of the variance ( $e_2$ ) in the variable employee performance ( $Y$ ):

$$\begin{aligned} e_1 &= \sqrt{1 - R^2} & e_2 &= \sqrt{1 - R^2} \\ e_1 &= \sqrt{1 - 0.645} & e_2 &= \sqrt{1 - 0.539} \\ e_1 &= 0.595 & e_2 &= 0.678 \end{aligned} \quad (10)$$

In order to determine whether or not job happiness mediates the relationship between pay and performance, Sobel tests were used here. In order to use the formula for determining the t-count, it is helpful to know the typical value of the indirect influence error.

$$\begin{aligned} Sab &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ Sab &= \sqrt{0.675^2 0.065^2 + 0.803^2 0.087^2 + 0.065^2 0.087^2} \\ Sab &= 0.082 \end{aligned} \quad (11)$$

By contrasting the t-count with the t-table, we may examine whether or not an indirect effect is statistically significant. The indirect influence is regarded substantial if the t-count is larger than the t-table. The following equation is used to calculate the t-value for a given set of data:

$$\begin{aligned} \text{t-count} &= \frac{ab}{Sab} \\ \text{t-count} &= \frac{(0.803)(0.675)}{0.082} \\ &= 6.610 \end{aligned} \quad (12)$$

A t-count of 6.610 was found using these parameters. Then, the t-count value is compared to the value from the t-table. With a sample size of 94 and a significance level of 0.05, we get a t-table value of 1.986. Because of this, we can conclude that  $6.610 > 1.986$  in the t-table. With an influence value of 6.775, it is clear that the work satisfaction variable plays a substantial role as a mediator between the remuneration variable and the employee performance variable. Therefore, remuneration has a large and beneficial effect on productivity as measured by workers' level of contentment in their jobs. The findings of this study corroborate those of earlier studies, which found that job satisfaction mediates the relationship between pay and productivity. Rojikkinnor et al. (2021) carried out the investigation, and equations were developed for the variables. There were distinguishing factors in the size of the sample, the location of the research, and the analysis programme used [20].

### III. CONCLUSION

Several inferences can be made based on the findings of the existing study. Culture and pay have a good and substantial effect on productivity in the workplace. Job happiness is significantly impacted by both the organization's culture and financial rewards. When workers are happy in their jobs, they tend to do a better job. Job satisfaction is a strong predictor of both organisational performance and the value employees place on their jobs. In light of the findings from the identification and discussion, the researcher made a number of recommendations to Company X in Yogyakarta, including that it would be in the company's best interest to foster an environment where employees feel safe voicing their opinions and taking

calculated risks. In addition, corporations can recognise individuals who effectively communicate ideas by awarding them. Employees will gain confidence in voicing their opinions and will appreciate the organisation more as a result. Non-monetary bonuses with incentives based on work performance can be provided by corporations as a supplement to monetary remuneration. The goal is to boost morale and productivity in the workplace. Employees should enhance their capacity to maximise earnings and minimise losses to better support performance related to cost-effectiveness. To achieve this goal, it is necessary to employ resources effectively and not waste them. The ability of workers to execute activities in accordance with a predetermined timetable should also be considered by employers that want to boost workers' productivity. One way to accomplish this is to allocate more time to tasks that require more effort. Fairness in the employee promotion system and providing equal possibilities for all employees to be promoted is recommended to ensure employee satisfaction on the job. This is done to prevent feelings of envy among workers and to keep turnover to a minimum. In order to boost morale inside the workplace and get the job done.

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