

Analysis Of Influence Of Compensation To Performance Of TB Officer Of Public Health Office

Ahsanul Husna Chaniago, Harmein Nasution, Iskandarini, Iskandar Muda

Abstract: Compensation is a reward given by the company to employees for the work they produce. There are two kinds of compensation: financial and non-financial compensation. Providing compensation to employees should be reasonable and fair, because it can improve the ability of employees in improving work productivity. It is because the employees can feel satisfaction in carrying out their work. There are obstacles in the execution of tasks in the pulmonary TB section so that the work does not go according to the target. One of the obstacles felt by TB officers is the compensation that is considered less. The purpose of this research is to know how the influence between compensation in the form of salaries, incentives and allowances either partially or collectively to the performance of pulmonary TB officers of Deli Serdang Public Health Center, Indonesia. The method used in this research is survey method with linear regression data analysis technique. The sample in this research is the Pulmonary TB officer of Deli Serdang Community Health Center which amounted to 34 people. This research uses primary data collected by using questionnaires. The research results showed that there was a significant influence between the salary, incentive and allowance on the performance of Pulmonary TB officer by 46.8%. Salary variable has significant effect on employee performance, incentive variable has significant effect to performance and allowance is not significantly influence to performance of pulmonary TB officer of Deli Serdang Community Health Center.

Keywords: Salary, Incentive, Allowance and Performance

1. INTRODUCTION

Compensation is any income in the form of money, goods or services directly or indirectly received by employees in return for remuneration provided by the company. The main purpose of compensation is to increase employee productivity so as to increase the company's productivity. Compensation contributes greatly to a person's job satisfaction. Compensation is a reward given by the company to employees for the work they produce. According to Rivai and Sagala (2011), there are two kinds of compensation, namely financial compensation and non-financial compensation. Providing compensation to employees should be reasonable and fair, because it can increase the ability of employees in improving work productivity (Kamphorst & Swank, 2018, Sarkar et al 2018 and Venz et al., 2018). It is because the employees can feel satisfaction in carrying out their work. Performance is the result of work of employees that performed with a certain time limit. Based on several opinions about the performance and work performance, it can be concluded that the notion of performance and work performance contains substance of achievement of someone's work. Thus, performance and work performance is a reflection of the results achieved by a person or group of people (Seo et al., 2018). Individual performance with institutional performance or company performance is closely linked. In other words, when the employee performance is good then most likely the company's performance is also good. Providing compensation to employees can motivate and provide job satisfaction. According to Mangkunegara (2013), the compensation given to employees is very

influential on the level of job satisfaction, job motivation, and job result. Provide compensation in accordance with the type of work and employees job title, and then employees will feel satisfaction in work. A company must know the factors that can create job satisfaction for employees and can provide appropriate compensation, so that employee's satisfaction can be achieved and will improve the performance. The government provides tasks for the prevention of pulmonary TB from diagnosis to recovery. For patients who have been diagnosed with TB, the treatment period is conducted for 6 months from detection to healing. So, the officer should keep monitoring to keep the patient performs the procedure according to standard treatment based on TB DOTS for 6 months. For 6 months, the officer should monitor the patient whether the treatment procedure has been done well or not; because if it is not conducted properly, it can make the patient become drug resistant which make the treatment period becomes longer until 2 years. Based on interviews conducted by researchers with some TB officers at the community health center, it was found that the compensation received by TB officers with more workload was the same as other program officers whose workload was less so that it affected the performance. Based on the report of the Communicable Disease Eradication Program sourced from Health Office of Deli Serdang Regency (2017), the achievement of Pulmonary TB patients over the last 2 years has not reached the target according to the Indicators of Achievement of Communicable Diseases of Pulmonary TB Program as shown in Table 1.

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- *Magister of Management, Universitas Sumatera Utara, Jl. Prof. T Maas SU Campus, Medan, Indonesia - Postal Code 20155. Telephone (+6261) 82 18532*
 - *Correspondence Email: utacaniago@yahoo.com*

Table 1. Achievement of Communicable Diseases Indicators of Pulmonary TB Programs in Deli Serdang Regency Year 2015-2016.

No	Indicator	Target 2015	Achievement 2015	Target 2016	Achievement 2016
1	Case notification rate /CNR) treated per 100,000 population	30%	29,42%	31%	27,91%
2	Case notification rate /CNR treated per 100,000 population	148	147	152	136
3	Success rate of TB treatment in all cases (%)	90%	92,79%	90%	90,47%
4	Coverage of drug resistant case findings (%)	40%	22,22%	60%	55,22%
5	Success rate of treatment of drug resistant TB patients (%)	65%	25,00%	65%	50,00%
6	The percentage of TB patients who know HIV status	30%	8,89%	45%	5,83%
7	The number of all TB cases found and treated	3003	2991	3159	2813
8	Child TB case coverage (%)	10%	6,23%	13%	6,62%

Source: Deli Serdang Health Office 2017

Based on Table 1, the achievement of the indicator target of Communicable Diseases of Pulmonary TB Program of Health Office Deli Serdang Regency 2015 and 2016, there are 7 indicators that are not achieved where this indicator shows the performance of Pulmonary TB employees that have not maximized.

1. LITERTURE REVIEW

1.1. Organizational Performance

The concept of performance can be defined as a result achievement or degree of accomplishment (Lisbona *et al.*, 2018). This means that, the performance of an organization can be seen from the extent to which the organization can achieve goals based on the goals that have been set previously. Given that Buchanan, D. & McCalman (2016) of an organization is to achieve certain goals that have been set before, information about organizational performance is very important. Information about organizational performance can be used to evaluate whether the work processes carried out by the organization have been in line with the expected goals or not. However, in reality, there are many organizations that are actually lacking or even some who do not have information about their organization's performance. To assess the performance of this organization, of course, indicators or criteria are needed to measure it clearly. Without clear indicators and criteria there will be no direction that can be used to determine which is relatively more effective among: different resource allocation alternatives; alternative different organizational designs; and among different distribution and assignment options.

1.2. Now the problem is what criteria are used to assess the organization

For a private organization that aims to generate profits and goods produced, then the size of its performance is how much the organization is able to produce goods to generate profits for the organization. The indicator that is still related to the previous one is how much efficacy is the use of input to achieve that benefit and how much the effectiveness process is carried out to achieve these benefits. Meanwhile there are indicators that are often used to measure the performance of private/public organizations such as: work load/demain, economy, efficiency, effectiveness and equity (Herman, 2013) productivity In public organizations, it is difficult to find appropriate performance measurement tools (Mayangsari *et al.*, 2013). When examined from the main objectives and mission of the presence of public organizations is to meet the needs and protect the public interest, it seems very simple measure of the performance of public organizations, but this is not the case, because until now no agreement has been reached on the

performance measures of public organizations. In connection with the difficulties that occur in measuring the performance of public organizations, expressed by Dwiyanto (1995), "the difficulty in measuring the performance of public service organizations arises partly because the goals and mission of public organizations are often not only vague but also multidimensional. Public organizations have stakeholders that are far more complex and complex than private organizations. Stakeholders from public organizations often have interests that clash with each other, as a result the size of the performance of public organizations in the eyes of stakeholders also varies. But there are several indicators that are usually used to measure the performance of the public bureaucracy (Dwiyanto, 1995) as follows:

1.2. Productivity

The concept of productivity not only measures the level of efficiency, but also the effectiveness of service (Quinn, 2018). Productivity is generally understood as the ratio between input and output. Productivity is a term in production activities as a comparison between outputs and inputs. Productivity can be used as a benchmark for the success of an industry in producing goods or services. So the higher the comparison, the higher the product produced. Productivity measures can vary depending on the aspects of output or input used as basic aggregates. Work productivity is the ability of employees to produce compared to the input used, an employee can be said to be productive if they are able to produce goods or services as expected in a short or appropriate time.

1.3. Quality of Service

Community satisfaction can be a parameter to assess the performance of public organizations. Excellent service is a pattern of the best service in modern management that prioritizes customer care. Excellent service in the business world is also called excellent service. Excellent service, customer service, and customer care are basically the same, only different in the approach concept (Markovic *et al.*, 2018). But the most important thing is to provide services to customers, at least there must be three main things, namely: caring for customers, serving with the best

actions, and satisfying customers with orientation to certain service standards. So, the success of the prime service program depends on aligning abilities, attitudes, appearance, attention, actions, and responsibilities in the implementation. Simply put, excellent service (excellent service) is a service that meets quality standards in accordance with customer expectations and satisfaction. So that in excellent service there are two important elements that are interrelated, namely service and quality.

1.3. Responsiveness

Responsiveness is the ability of an organization to recognize the needs of the community in setting agendas and priority services and developing public service programs in accordance with the needs and aspirations of the community (Amin, 2011). This dimension refers to the willingness to help customers and provide a service immediately/on time. Am I always ready to serve customers? What difficulties do customers usually face? Have I tried my best to serve customers? Service Excellence is a war tool for companies that want to remain competitive in the market. Products and services offered in addition to having quality excellence also need to be accompanied by creative and innovative ways in quality service.

1.4. Responsibility

Responsibility explains whether the implementation of the activities of the public organization is carried out in accordance with the correct administrative principles or in accordance with organizational policies, both explicit and implicit (Mayangsari *et al*, 1990). Management control systems must be supported by a good organizational structure. The organizational structure is manifested in the form of responsibility centers (Torang, 2013). Management control focuses on the responsibility center, because the accountability center is a tool for implementing strategies and programs that have been selected through a strategic planning process (Mondy, 2008). Organizational accountability centers have a very important role in budget planning and control. Through the responsibility center the budget is made, and if the budget has been approved, it is communicated to the middle level managers and subordinates to be carried out. Ideally, the structure of the accountability center as a budget control tool is in line with the program or organizational activity structure. In other words, each responsibility center is tasked with carrying out certain programs or activities, and the incorporation of programs from each of these accountability centers should support the accountability center program at a higher level, so that ultimately the organization's general objectives can be achieved.

1.5. Accountability

Public accountability shows how much the policies and activities of public organizations are subject to political officials elected by the people, the assumption is that these political officials because they are elected by the people will automatically represent the interests of the people. Fandy (2017) uses several criteria to be used as guidelines in assessing the performance of public service organizations, among others are the following:

1.5.1. Efficiency

Efficiency involves consideration of the success of public service organizations in gaining profits, utilizing factors of production and considerations derived from economic rationality (Herman *et al.*, 2013). Efficiency is the best comparison between input (input) and output (the results between profits and the sources used), as well as optimal results achieved with limited use of resources. In other words, the relationship between what has been resolved.

1.5.2. Effectiveness

Is the purpose of the establishment of the public service organization achieved? This is closely related to the organization of technical rationality, values, mission, organizational goals and functions of development agencies (Anoki, 2010). Effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously set beforehand to produce a number of goods for the services carried out (Bangun, 2012; Mangkuprawira, 2011). Effectiveness shows success in terms of whether or not the target has been achieved. If the results of the activity get closer to the target, it means that the effectiveness is higher. In line with this opinion, Effectiveness is the use of resources, facilities and infrastructure in a certain amount that is consciously set beforehand to produce a number of jobs on time. It can be concluded that the effectiveness is related to the implementation of all the main tasks, the achievement of goals, timeliness, and active participation of members and is the link between the objectives and the stated results, and shows the degree of suitability between the objectives stated with the results achieved.

1.5.3. Justice

Justice questions the distribution and allocation of services organized by public service organizations (Rivai, 2011). Fair and quality public services are dreams that are expected by all parties, especially in the context of the implementation of public services (Siagian, 2001). Fair means that every citizen/community group without seeing the difference in religion, religion, race and social strata can access public services according to their needs. Fair also means that it can be enjoyed by everyone. whereas quality means that public services that can be enjoyed by every citizen have adequate quality in accordance with the standards set.

1.5.4. Responsiveness

Unlike businesses carried out by private companies, public service organizations are part of the responsiveness of the state or government to the vital needs of the community (Sulaeman, 2011). Therefore, the criteria of the organization as a whole must be accountable transparently in order to meet these responsiveness criteria. Bureaucratic performance can actually be seen through various dimensions such as the dimensions of accountability, efficiency, effectiveness, responsiveness and responsibility (Suwanto *et al.*, 2011). Various literatures that discuss the performance of bureaucracy basically have substantial similarities, namely to see how far the level of achievement of results has been done by the service bureaucracy. The performance is a concept compiled from various indicators that vary greatly according to the focus and context of its use.

1.6. The Concept of Improving Organizational Performance

Performance can also be said as a result (output) of a particular process carried out by all components of the organization against certain sources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain organizational goals (Sofyandi, 2013). For an organization, performance is the result of cooperative activities among members or organizational components in order to realize organizational goals. Simply put, performance is a product of administrative activities, namely cooperation activities to achieve the objectives for which management is commonly referred to as management. As a product of organizational and management activities. The performance of the organization, besides being influenced by input factors, is also strongly influenced by ongoing administrative and management processes. No matter how good the available inputs will not produce a performance product that is expected to be satisfactory, if the administration and management processes cannot run properly. Between input and process has a close relationship and is very decisive in producing an output that matches expectations or not. As we all know, the ongoing management process is the implementation of management functions, namely planning, organizing, actuating, and controlling (POAC) or more specifically planning, organizing, staffing, directing, coordinating, regulating, and budgeting. Given that organizational performance is strongly influenced by input factors and management processes in the organization, efforts to improve organizational performance are also closely related to improving the quality of input factors and the quality of management processes within the organization (Para-González et al., 2018). Analysis of input conditions and administrative and management processes in the organization is an analysis of the internal conditions of the organization. In addition to these internal conditions the external conditions of the organization also have a large role in influencing organizational performance. Assessment of these external conditions can be carried out in the analysis of: (a) political, economic, social, technological, physical and educational trends; (b) the role played by parties who can be invited to work together (collaborators) and parties who can become competitors, such as the private sector, and other institutions; and (c) support from parties who are sources of resources such as taxpayers, insurance, etc. In connection with efforts to improve organizational performance, which choices will be optimized for handling, whether on the internal side of the organization or on the external side of the organization, it depends on the problems faced by the organization

3. Methodology of Research

The type of this research is quantitative associative research. Quantitative Research Methods are used in quantitative research, especially quantitative analytics is the deductive method (Gravetter & Forzano, 2018). In this method the scientific theory that has been accepted by the truth is used as a reference in finding the next truth. Basically the scientific method is the method of learning to obtain and compile the body of knowledge based on: a) logical thinking framework with arguments that are consistent with prior knowledge that has been successfully compiled; b) describe the hypothesis which is the deduction of the framework of thought; and c) verify the intended hypothesis to test the truth of the statement factually. Furthermore the scientific thinking framework is based on the logico-hypothetico-verification process. Descriptive study is conducted to describe or reveal the characteristics of certain variables with respect to a particular problem in certain situations. The population in this research is 34 officers of community health center who implement the program of TB Pulmonary prevention in Deli Regency. The data was collected through interviews and the spread of the questionnaire. The type of scale used is ordinal scale. The questions asked regarding indicators of salary, incentives and employee benefits (allowances). Partially tested (t test) and simultaneously (f test) to determine the effect of salary, incentives and allowances on the performance of TB officers of Health Office of Deli Serdang. In this research, the Dependent Variable is marked with Y symbol, namely Performance of pulmonary TB officer of Community Health Center in Deli Serdang Regency, Indonesia. Independent Variable is marked with X symbol, consist of Salary, Incentive and Working Allowance of TB Pulmonary officer of Community Health Center in Deli Serdang Regency.

4. RESULTS AND DISCUSSION

4.1. Result

4.1.1. Characteristic and Discussion

In this research, the majority of respondents aged between 40-49 years i.e. 16 people (47.05%), 30 respondents are female (88.23%), 21 people (67, 76%) have worked for 21-30 years, 18 people have Diploma education (52,94%).

4.1.2. Result of Normality Test

From the normality test results above, it can be seen that all research variables have residual value greater than 0.05 (sig> 0.05), so it can be concluded that the research data is normally distributed. It means that the distribution of research data in this research is normally distributed.

Table 2. Normality Test

		Unstandardized Residual
N		34
Normal Parameters	Mean	.0000000
	Std. Deviation	2.70931126
Most Extreme Differences	Absolute	.097
	Positive	.077
	Negative	-.097
Kolmogorov-Smirnov Z		.563

Asymp. Sig. (2-tailed)	.909
a. Test distribution is Normal.	

Source: Primary Data, 2018 (processed).

From Table 2 above, it shows that the significance value is $0.909 > 0.005$. It means that the data is normally distributed.

4.1.3. Results of Multicollinearity Test

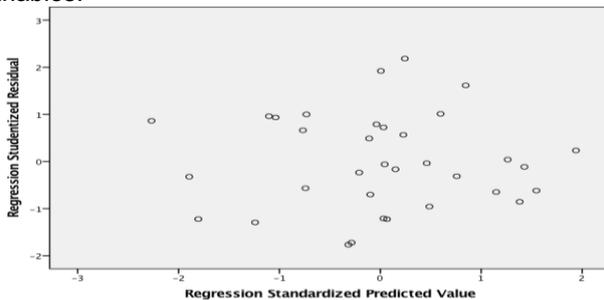
Table 3. Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Salary (X1)	.877	1.140
	Incentive (X2)	.886	1.129
	Working Allowance (X3)	.875	1.143

a. Dependent Variable: Performance

Source: Primary Data, 2018

In Table 3, the tolerance is at 0.877; 0.886; 0.875 and for VIF value is also lower than 10 that is 1,140; 1,129; 1,143. Thus, it can be concluded that in the regression between the independent variable: salary (X1), incentives (X2) and allowances (X3) with performance variables (Y) multicollinearity does not occur between independent variables.



Source: Primary Data, 2018 (processed).

Figure 1. Results of Heteroscedasticity Test

From the output above, the dots do not form a clear pattern, and the spots spread above and below the number 0 on the Y axis. So, it can be concluded that there is no problem of heteroskedity in the regression model.

4.1.4. Result of Determination Coefficient Test (R-square)

The correlation coefficient value of 0.684 indicates that the correlation / relationship between dependent variables (Y) and independent variables (X1, X2, X3) is high. If $R > 0.05$, then the correlation is high (Sinulingga, 2013;). The value of determination coefficient (R Square) of 0.468 means that 46,8% performance of TB pulmonary officer is influenced by variable of Salary, Incentive and Allowance in this research, while the rest 53,2 is influenced by other variable outside independent variable used in this research.

4.1.5. Simultaneous Test Results (F Test)

The value F count obtained is 8.807 greater than F table 1.69 (F count > F table) with a significance level of 0.05 (Aan, 2013). With a probability of 0.00 or less than 0.05, then H_0 is rejected and H_a is accepted. In other words, there is a significant influence simultaneously from the

independent variable of Salary, Incentives and Allowance to the Performance of Pulmonary TB Officers.

4.1.6. Results of Partial Test (t test)

It can be seen that the value of t count for X1 is 3.058 where t count is greater than t table (t count > t table; t table = 1.691) and significance level 0.005, so the probability is smaller than 0.05 ($p < 0.05$). This means that Salary variable has an effect on and significant to performance variable. Incentive Variable (X2): the value of t count for X1 is 2,559 where t count is greater than t table (t count > t table; t table = 1,691) and significance level is 0.016, so the probability is smaller than 0.05 ($p < 0.05$). This means that incentive variables have an effect and significant to performance variable. Allowance Variable (X3): the value of t count for X3 is 0.793 where t count is greater than t table (t count < t table; t table = 1.691) and significance level 0.434, so the probability is greater than 0.05 ($p > 0, 05$). This means, Allowance variable has no effect and not significant to performance variable. This means that if all the independent variables have a value of zero (0) then the value of the bound variable (Beta) is 4.543.

4.2. Discussion

The research results showed that there was a positive and significant effect between the variable of salary to the performance of pulmonary TB officer of Deli Serdang Community Health Center. Pulmonary TB officers feel that the salary given to them can already be categorized as sufficient to meet the needs. Subianto, 2016 said that the salary gives a significant effect on Employee Performance at PT. Serba Mulia Auto in Kutai Barat Regency. The research results showed that there is a positive and significant effect between incentive variables on the performance of pulmonary TB officers in Community Health Center. Mangkunegara, (2004) introduces his opinion as follows: Incentive is a reward in the form of material given by the leaders of organization to employees so that they work with high motivation and achievement in achieving organizational goals. Then, another theory of incentives is as stated by Manullang, (2004) as follows: providing the incentives to employees (whether working in the government or private sphere or as members of an agency) have the intention of among others as stimulation to act, implement the task as well as possible. The research

results showed that there was a positive and insignificant effect between the allowances variable on the performance of pulmonary TB officers at Deli Serdang Community Health Center. The allowances that have a positive effect can be interpreted that the allowance has an effect on the performance of officers but not significant due to the provision of allowance along with monthly salary. The amount of allowance given to the Pulmonary TB officer is in accordance with the class or officer rank, as well as the level of education of the officer himself. There is a government regulation that the amount of allowances earned by officers is adjusted to the rank and educational background when they became civil servants for the first time. The fact is most of TB officers of Deli Serdang Community Health Center have not conducted further education and some who continue their education are not linear with the initial education when they become civil servants, so the allowance received are not increased. Nita (2017) states that based on the results of the analysis that has been conducted, it can be concluded that simultaneously there is an effect of salary (wages) and allowances to employee performance. Partially, there is an effect of salary (wages) on employee performance, while allowances do not give a significant effect. Policies made from the research results related to salaries, incentives and allowances are: Salary: for the salary, the Deli Serdang health office cannot take a policy directly because the salary has been determined from the central government. The expectation for the government to evaluate the salary is given to civil servants at this time. Incentives: Incentives are one of the problems that occurred in this research where incentives affect the performance of a pulmonary TB officer at the Deli Serdang Community Health Center. Incentives are expected to support the performance of each officer so that the prevention and treatment of TB in every district in Deli Serdang Regency can be conducted well. Incentives in the form of Services are provided by the Agency for Social Security - Health (BPJS). Incentives received by Pulmonary TB Officers are based on the level of officer's education, where the officers are expected to continue their education to a higher and linear level or associated with early education. Then incentives are also given based on the attendance of an officer or the number of attendance in the handling of TBC in the districts where officer works. The officer is expected to present and perform their duties properly. Allowance: It is provided by the government. The expectation is to increase the number of functional allowances that have been given based on the level of education (Rafi, 2016). This is one of the facts that cause the performance of TB officers to decrease as a result of work saturation by the officers with the same tasks and work programs throughout the working period. The characteristics of respondents, most of Pulmonary TB officer in Community Health Center of Deli Serdang Regency enter the age of retirement or can be said at a relatively old age.

5. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Salary has a positive and significant effect on performance variables. It is seen from the importance of salary role to TB officer performance, salary increase is expected by the

officers to improve their performance because the benefits of this salary increase can be felt by TB officers every month. Incentives have a positive and significant effect on performance variables. TB officers should make incentives as an encouragement to work. Although TB officials feel the incentives provided are not sufficient when compared with the performance that has been conducted by the officers. Allowance has no effect and not significant to performance variable. Allowances are not really felt by TB officers because of it is given along with monthly salary. Moreover, the number is based on TB officers' educational background that is expected to be linear. Then, the TB officers at the Deli Serdang Public Community Health Center did not really demand the allowance because most of the officers had educational backgrounds that were still equal to D3, even if they had already advanced to S1, but not linear. There is a mutually significant influence of the independent variable Salaries, Incentives and Allowance to the Performance of Pulmonary TB Officers. It can be seen that if the TB pulmonary officer pulp of the Deli Serdang Community Health Center is given adequate salary, incentives and allowances to meet the daily needs of the Government, it can encourage pulmonary TB officers to improve their performance to be better.

5.2. Suggestion

a. For Deli Serdang Health Office

Evaluate the compensation program in the form of local allowance to the pulmonary TB officer in Deli Serdang Regency Health Office as a motivation to improve performance. In the provision of points, health office of Deli Serdang is expected to give more points than the other program holder which aims to improve the performance of TB officers. Give the award to TB officer who performed their duties properly and correctly so that TB control and treatment went well. Health Office of Deli Serdang Regency refreshes with all pulmonary TB officers with the aim of providing new morale and cooperation in implementing pulmonary TB program. The Health Office should acknowledge the performance of Pulmonary TB officers who successfully perform their duties properly and on time.

b. For Pulmonary TB Officer of Deli Serdang

To continue their education until bachelor degree level and in accordance with the background of early education, so that it will affect the allowance to be gained. Increase the discipline of work so that the allowance in the form of services can be given maximally in accordance with the rules that have been set. To improve the services to the community so that the prevention of pulmonary TB disease can achieve TB elimination in 2035.

5.3. For the further researcher

The further researchers is expected to take more samples so that the research results are more valid. The further researcher is expected to analyze other variables that contribute to performance such as working motivation, working atmosphere, organizational culture, leadership style, etc.

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