

ANALYSIS OF COMPENSATION AND JOB SATISFACTION ON HONORARY EMPLOYEE PERFORMANCE AT RSUD PRINGADI MEDAN



Muhammad Anshari Hutasuhut¹

Universitas Islam Negeri Sumatera Utara, Medan, Indonesia

manshari004@gmail.com

Nur Ahmadi Bi Rahmani²

Universitas Islam Negeri Sumatera Utara, Medan, Indonesia

nurahmadi@uinsu.ac.id

Abstract

One of the human resources who must have good performance is an honorary employee. In order to realize good employee performance, it is necessary to have supporting factors, namely compensation and job satisfaction. Compensation and job satisfaction will be received by honorary employees, which will encourage these employees to better comply with or obey the rules and norms that apply in the government system. So that compensation and job satisfaction are closely related to the realization of human resources that support employee performance. Unfair compensation can have an adverse effect or impact on employee performance, someone generally needs justice, especially workers or companies in an agency or company, where an employee expects appropriate rewards for the services or work, he has done. When the rewards or wages given are not suitable and cannot meet the needs of employees or employees, it will have an impact on their performance and will cause a problem in the company or agency which will ultimately harm the company or agency. The study aims to see how big the role of compensation and job satisfaction is in supporting the performance of Honorary employees. This study uses the quantitative method with purposive sampling techniques and obtained sampling with the Slovin formula as many as 75 respondents will be distributed questionnaires to employees of Pringadi Hospital Medan. The results of this study indicate that there is a positive and significant influence between compensation and job satisfaction on the performance of honorary employees at Pringadi Hospital.

Keywords: Compensation, Honorary, Job Satisfaction, Employee Performance

INTRODUCTION

The importance of HR in a company lies in their contribution to being a doer, determinant, and planner to realize organizational goals. Quality and potential human resources can provide significant benefits, such as high productivity, innovation, good coordination, and the ability to adapt to environmental changes. In addition, HR also influences the success of organizations through their contribution to developing a positive work culture, building collaborative working relationships, and providing quality service to customers or users of the organization (Nurbaiti., 2022). It is important for management to pay attention to all aspects related to employees or employees to obtain and get job satisfaction and good performance. It is necessary to effectively achieve and realize the goals of the organization. Honorary employees must have good and effective performance, The presence of special expertise or skills in an employee will be of added value, because in general a company or agency prioritizes or prioritizes quality employees who have broad abilities and insights, so that it can benefit the company or agency for good employee or employee performance. Honorary employee refers to individuals who work in an organization or agency with honorary status. They do not have a fixed position or position and are usually paid under contractual agreements or certain tasks. Honorary employees may play a variety of roles and tasks within the organization, according to needs and requests. They can contribute in various fields, such as administration, public service, education, and so on. However, it should be noted that the status of honorary employees often carries several limitations, such as the availability of limited career opportunities, different treatment in terms of benefits, as well as irregularities in income and job security compared to employees with permanent status. In general, a company needs to pay attention and know the problem or all aspects related to the work or employees, if this is done it will be mutually beneficial between employees or employees and the company. Every employee or employee hopes to get rewards or wages that are worth their work, therefore the company or agency must also be able to provide appropriate rewards to employees or employees so that this spurs and encourages an employee to work and give the best to the company or agency where he works.

The compensation system in agencies refers to the way organizations reward employees in recognition of their contribution to achieving company goals. This system

involves various aspects, including salaries, benefits, bonuses, and incentives, as well as other benefits and facilities provided as a form of appreciation for employee performance and dedication. When designing a compensation system, agencies need to consider several factors. The factor in question is internal fairness, which relates to consistency in providing compensation to employees in equal levels and positions, taking into account various factors such as responsibility, level of experience, and individual performance. Then the next factor is external fairness focusing on the suitability and balance of compensation with the prevailing salary level in the appropriate industry or job market (Saputra, 2017). Unfair compensation for work given to employees will reduce morale and activation at work. Employees basically need a sense of satisfaction with their work which will encourage a high sense of sting at work so that the performance given to the company can be maximized. Based on this, it can be said that an employee needs compensation in accordance with the desirable in order to meet their needs and obtain job satisfaction.

This happens to realize satisfaction with honorary employees at work because the compensation received is in accordance with expectations. Job satisfaction will be received by honorary employees, which will encourage these employees to be more compliant or obey the rules and norms that apply in the government system.

Pre-survey questionnaire some variables that can affect employee performance are as follows:

Table 1
Questionnaire Pre-Survey Results

No	Variable	Frequency	Percentage
1	Motivation	8	10,7%
2	Job Satisfaction	18	24,0%
3	Commitment	6	8%
4	Compensation	22	29,3%
5	Career development	10	13,3
6	Leadership	11	14,7%
	Amount	75	100%

Source: Distribution of Questionnaires to Honorary Employees of Pringadi Medan Hospital in 2023

In Table 1 above, it can be seen that the aspects that greatly affect employee performance are compensation variables of 29.3% and job satisfaction variables of 24.0%.

Based on this, it can be said that compensation and job satisfaction greatly affect the performance or ability of honorary employees.

Compensation and job satisfaction are closely related to the realization of human resources that support employee performance. With fair compensation, it will greatly provide a good impact on employee performance. According to Mangkunegara in (Armediana Sukmarwati, 2018) Employee performance refers to the extent to which a person succeeds in achieving the goals and tasks assigned in their work environment. Employee performance can be measured based on target achievement, productivity, ability to complete tasks on time, quality of work, initiative, collaboration, and contribution to the achievement of organizational goals.

From the presurvey above, it is known that compensation and job satisfaction can affect the performance of honorary employees. The following table is the pre-survey results:

Table 2
Questionnaire Pre-Survey Results

Compensation				
Indicator	Disagree	Percentage	Agree	Percentage
Wages and Salaries	29	58%	21	42%
Incentive	21	42%	29	58%
Allowances	24	48%	26	52%
Facility	27	54%	23	46%
Job Satisfaction				
Indicator	Disagree	Percentage	Agree	Percentage
Work	21	42%	29	58%
Wages	25	50%	25	50%
Promotion	23	46%	27	54%
Supervision	25	50%	25	50%
Co-workers	20	40%	30	60%

Source: Presurvey of 50 Honorary Employees of Pringadi Hospital

After conducting interviews with honorary employees and obtaining data as in the table above, it shows that in the compensation variable, some honorary employees of Pringadi Hospital do not agree with the salary received a percentage of 58%. And on the variable of job satisfaction, some honorary employees of the hospital agree to colleagues at work, which is a percentage of 60%. That is, if the compensation paid is not in accordance

with the workload given to honorary employees of Pringadi Hospital, it is likely that the performance of the employees will decrease or be less than optimal. Then it can be said that the aspect that makes employees feel satisfied at work is colleagues who can be a place to share in terms of work, such as helping each other to complete work. Having colleagues who care and can motivate colleagues can encourage honorary employees to always improve employee performance.

Salary is a fixed compensation paid by Pringadi Hospital in Medan City through a budget set by the Medan City Government. Based on the results of initial interviews with several honorary employees at Pringadi Hospital, Medan, the salary received is based on the Medan Budget, if at the beginning of the year honorary employees get a salary in March or April because in January and February, the salary is not given due to the Certificate of Extension of Work Contract in the process. In career advancement, honorary employees at Pringadi Hospital do not get this opportunity, unlike Civil Servants. It was revealed that honorary employees only work in accordance with the contract agreement so the promotion policy cannot be carried out. This problem caused anxiety for honorary employees at Pringadi Hospital in Medan City and caused employees not to feel job satisfaction because the workload carried out did not match what employees expected. Based on these things can be detrimental to an agency or company because it will have an impact on the performance of its employees where the performance of employees or employees will decrease so that it will be difficult to achieve or realize the goals of an agency or company.

REVIEW OF LITERATURE

Compensation

Compensation refers to various things received by employees in return for their performance in an agency (Sedarmayanti, 2017). Sutrisno (2017) explained that the calculation of compensation is based on job evaluation. The purpose of this calculation is to provide compensation that corresponds to the “worth” or value of the work and also ensure fairness in the compensation given. According to Muliana quoted by Farwin Lie (2022), compensation includes many types, it can be with wages or salaries or even other types received by employees as appropriate and fair recognition for contributions made to realize an agency’s goals.

Compensation is an action from a company or agency towards its employees or employees. Compensation is an effort to reward or reward work or achievements achieved by an employee, in general, compensation is more described with money or salary. However, compensation can also be in the form of awards received by employees for achievements achieved.

An effective compensation system should also consider efforts to encourage employee motivation, retention, and development. This can include training and career development programs, continuous improvement in performance-based pay or benefits and rewards for good performance that has been performed by employees. It is important to manage the compensation system carefully to ensure that a balance between the interests of the organization and fairness to employees is achieved. In addition, this system must also be based on regulations and policies applied, and have a good evaluation and measurement mechanism to ensure the validity and adequacy of the compensation provided (Sutrisno, 2017). There are several indicators of compensation including, namely facilities, salaries, incentives, and benefits. (Afandi, 2018)

Job Satisfaction

Handoko in (Sutrisno, 2017) states that job satisfaction refers to the level of satisfaction and satisfaction experienced by employees with the work given to them. It involves positive feelings, motivation, and satisfaction arising from the work environment, tasks performed, responsibilities, rewards received, as well as relationships with co-workers and management. The importance of job satisfaction lies in its impact on employee productivity, motivation, engagement, and retention. When someone feels satisfied with their job, they tend to be highly motivated, committed, and competitive at work. Job satisfaction also affects an individual's psychological and emotional well-being (Nuri Aslami., 2022).

According to Ivancevich in (Trinovela Simanjuntak, 2021) state this dimension of work can vary depending on the specific context and work environment. It is important for organizations to understand and pay attention to this dimension of work in order to obtain good performance from employees and job satisfaction experienced by employees. According to Rivai and Ella Jauvani in (Tisnawati Erni Sule, 2018), job satisfaction refers to the level of satisfaction and happiness of a worker in doing the work given. The

statement includes a positive evaluation of various aspects of the job, including salary, position, work environment, peers, career development opportunities, and recognition of contributions made (Afandi, 2018).

Employee Performance

Employee performance according to Rivai and Basri in (Wahyunita Sitinjak, 2021) is the work ability of a person or group in doing a job to achieve or realize the goals of an agency, where a person or group is given responsibility or authority by the agency and does it without violating the law and following established regulations.

According to Susanto, performance is the result of a person's work in doing work that is his responsibility. Although individuals have different motivations and skills, they will not be effective in carrying out tasks if they do not understand their work and what they have to do. Efforts to improve employee performance are very important to pay attention to their level of knowledge and skills. By ensuring that employees have an adequate level of knowledge and appropriate skills, they can do their jobs optimally in accordance with their abilities (Harahap, 2022). There are several indicators on employee performance including discipline in work, thorough, creative, honest, quality of work, efficiency in doing work, initiative, having a leader spirit and being responsible (Afandi, 2018).

The following is a form of statistics in this study:

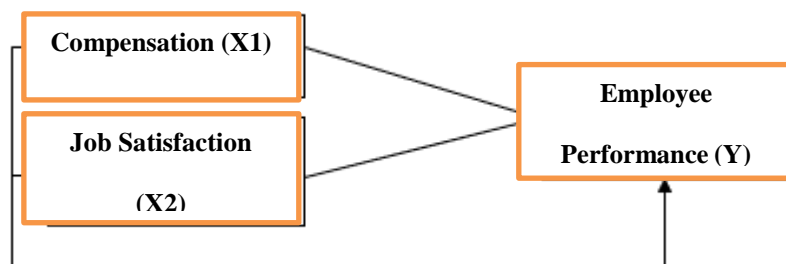


Figure 1
Conceptual Framework

From the picture above shows that there is a hypothesis in the study. A hypothesis is a basic assumption in the formulation of a problem that is preconceived and will be tested for correctness. The hypotheses in this study are:

H_{a1} : There is a significant influence on competence on employee performance in honorary employees case study of Pringadi Hospital Medan.

H_{o1} : There is no significant effect on competence on employee performance in honorary employees case study of RSUD Pringadi Medan.

H_{a2} : There is a significant influence on job satisfaction on employee performance in honorary employees case study of Pringadi Hospital Medan.

H_{o2} : No significant effect on job satisfaction on employee performance in honorary employees case study of Pringadi Hospital Medan.

H_{a3} : There is a significant effect simultaneously on the variables of competence and job satisfaction on employee performance in honorary employees case study of RSUD Pringadi Medan.

H_{o3} : There is no simultaneous significant effect on competency variables and job satisfaction on employee performance in honorary employees case study of Pringadi Hospital Medan.

RESEARCH METHOD

The method used in research is a quantitative method, meaning that it prioritizes objective measurement of social phenomena (Rahmani, 2021). Variables are measured using the Likert scale. Furthermore, the population was narrowed down to a total of 300 employees. Sugiyono said the sample is one aspect of the number and character of the population (Ramdhan, 2021). The sample was calculated by the Slovin Technique (Djaali, 2020). The Slovin formula for determining the sample is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Information:

N = Number of samples searched

N = Total Population

e = the percentage of leeway in the accuracy of sampling errors that can still be tolerated; e = 0.1

The population in the study was 300 employees to the population in the study with the percentage of allowance used was 10% and to obtain a research sample, it can be calculated by the formula:

$$n = , n = 75$$

Thus, it can be concluded and obtained a sample of 75 respondents. The method used to obtain sample results is the probability sampling technique. As well as the data analysis techniques used, namely hypothesis tests, multiple regression tests, reliability tests, validity tests, and classical assumption tests.

RESULTS AND DISCUSSION

In this study, respondents who filled out questionnaires were 75 respondents. It can be seen in the table below:

Table 3
Results of Respondent Characteristics

No	Characteristics of Respondents	Amount	Percentage
1	Gender		
	Man	33	44%
	Woman	42	56%
2	Age		
	20 – 30 years	14	18,7%
	31 – 40 years	38	50,7%
	40 – 50 years	18	24,0%
	>50 years	5	6,7%
3	Education		
	SMA	15	20,0%
	Diploma	32	42,7%
	Bachelor	28	37,3%
4	Length of work		
	< 5 years	26	34,7%
	>5 years	49	65,3%
Amount		75	100

Source: Primary Data Processed,2023

It can be seen from the fact that table 3 based on the characteristics of respondents, most of them have a gender of 56%. Based on age, most respondents have 31 - 40 years as much as 50.7%. In education characteristics, respondents have diploma education as much as 42.7% and the characteristics of the length of work respondents as much as 65.3%.

Validity and Reliability Test

Through data analysis with the SPSS 25.0 program, the questions and responses obtained can provide an indication of the level of validity and reliability of the research. The validity of the study is measured by looking at the calculated *r* value and the table *r* value. Suppose the calculated *R*-value is greater than the table *R*-value, then all respondents' answers are valid. From the calculation results in the table, it is known that all calculated *r* values are greater than the *r* table, which means that all question instruments and respondents' responses can be categorized as valid.

Table 4
Validity and Reliability Test

Variable	R Count	R Table	Description
Compensation			
1	0,671	0,227	Valid
2	0,577	0,227	Valid
3	0,687	0,227	Valid
4	0,796	0,227	Valid
5	0,598	0,227	Valid
6	0,496	0,227	Valid
7	0,687	0,227	Valid
8	0,796	0,227	Valid
Job Satisfaction			
1	0,831	0,227	Valid
2	0,678	0,227	Valid
3	0,575	0,227	Valid
4	0,517	0,227	Valid
5	0,831	0,227	Valid
6	0,831	0,227	Valid
7	0,678	0,227	Valid
8	0,575	0,227	Valid
9	0,517	0,227	Valid
10	0,831	0,227	Valid
Employee Performance			
1	0,652	0,227	Valid
2	0,690	0,227	Valid
3	0,777	0,227	Valid
4	0,270	0,227	Valid
5	0,652	0,227	Valid
6	0,690	0,227	Valid
7	0,777	0,227	Valid
8	0,652	0,227	Valid

Source: Primary Data Processed,2023

To evaluate the level of reliability of the data used, measurements such as Cronbach's alpha can be used. In the given table, you can see Cronbach's alpha value for each variable. Comparing the value of the data with the set limit, which is 0.6, it can be said that all instruments used in the study are classified as reliable.

Table 5
Reliability Test Results

Variable	Cronbach's Alpha	R Table	Description
Compensation	0,820	0,6	Reliable
Job Satisfaction	0,876	0,6	Reliable
Employee Performance	0,789	0,6	Reliable

Source: Primary Data Processed, 2023

Normality Test

This test is done with the aim of checking whether the data follows a normal pattern. It helps to use it in certain types of statistics. K-S graphs or tests are used to determine whether the normal data for variables is different. If the number is higher than 0.05, then there is a regular pattern in the data (Priadana & Sunarsi, 2021).

Table 6
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.64074644
Most Extreme Differences	Absolute	.096
	Positive	.082
	Negative	-.096
Test Statistics		.096
Asymp. Sig. (2-tailed)		.084 ^c

Source: Primary Data Processed, 2023

From these data, the results of the normality test in the study obtained a value greater than 0.05. With the data above, it can be said that normality in the research regression model has qualified.

Multicollinearity Test

This stage is carried out to check the correlation of dependent/independent variables in the regression model. This aims to find out whether the regression model used is not problematic multicollinearity, where there is a strong relationship between independent variables. In effective regression models, it is expected that there is no significant correlation between independent variables. This can be assessed by looking at the tolerance value which must be greater than 0.10 and the Inflation Variance Factor (VIF) value which must be less than 10 (Priadana & Sunarsi, 2021).

Table 7
Multicollinearity Test Results

Variable	Account		Description
	Tolerance	VIF	
Compensation	0,187	8,477	Non-Multicollinearity
Job Satisfaction	0,187	8,477	Non-Multicollinearity

Source: Primary Data Processed, 2023

Based on these data, it is known that all independent variables have a *tolerance* of > 0.10 and a VIF value of < 10 . It can be concluded that all independent variables in this study did not occur in multicollinearity.

Heteroschedaticity Test

This stage aims to see whether the regression model has a difference in variance from one observation to another. Heteroscedasticity occurs when variations of values are left between two different observations. If there are no symptoms of heteroscedasticity in the regression model, then that model is a good regression model. To find out the regression model is not heteroscedasticity, can be seen from the significant value of each variable, which is greater than 0.05 (Djaali, 2020).

Table 8
Heteroschedaticity Test Results

Variable	Significant	Description
Compensation	0,620	Non-Heteroscedasticity
Job Satisfaction	0,593	Non-Heteroscedasticity

Source: Primary Data Processed, 2023

From the table, it can be concluded that the significant value of the variables compensation and job satisfaction is greater than 0.05 which means that heteroscedasticity does not occur.

Multiple Analysis Test

Table 9
Multiple Linear Regression Test Results

Type	Unstandardized Coefficients		Standardized Coefficients Beta
	B	Std.Error	
Constant	6,940	2,902	
Compensation	0.369	0,324	0,442
Job Satisfaction	0,148	0,259	0,222

Source: Primary Data Processed, 2023

From the results above, the formula for multiple linear regression equations can be determined as follows:

$$Y = 6.940 + 0.369 \text{ compensation} + 0.148 \text{ job satisfaction} + e$$

The linear regression equation can be made several statements as follows: 1) Based on the results of the analysis, the constant value of 6.940 indicates that employee performance will remain constant at that value if there is no influence from compensation and job satisfaction variables. That is, before considering the variables of compensation and job satisfaction, employee performance has a constant value of 6,940; 2) Meanwhile, the compensation variable has an influence of 0.369. This means that if the compensation variable increases by 0.369, then employee performance increases linearly by 0.369. Vice versa, employee performance will also decrease, assuming the job satisfaction variable is still constant; 3) Based on data analysis, the job satisfaction variable has an influence of 0.148 on employee performance. This means that if the job satisfaction variable increases by 0.148, then employee performance increases linearly by 0.148.

T Test (Partial)

Table 10
Test t Results (Partial Test)

Variable	Significant	t count
Compensation	0,008	1 1,139
Job Satisfaction	0,009	13,572

Source: Primary Data Processed, 2023

In the compensation variable $t_{\text{calculate}} > t_{\text{table}}$ ($11.139 > 1.666$) and sig ($0.008 < 0.05$) means H_0 is rejected and H_a is accepted. So it can be interpreted that compensation variables have an effect and are significant on employee performance. So, the better the compensation given, the better the increase in employee performance.

In the job satisfaction variable $t_{\text{calculate}} > t_{\text{table}}$ ($13.572 > 1.666$) and sig ($0.009 < 0.05$) means H_0 is rejected and H_a is accepted. It can be interpreted that the variable of job satisfaction has an effect and is significant on employee performance. Thus, the higher the job satisfaction, the more employee performance increases.

F Test (Simultaneous Test)

Table 8
Test Results F (Simultaneous Test)

ANOVA ^a						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.143	2	7.072	13.177	.001 ^b
	Residuals	5.603	72	7.842		
	Amount	5.747	74			

Source: Primary Data Processed, 2023

When viewed from the results in the table, it is known that $f_{\text{count}} = 13.177$ and $f_{\text{table}} = 3.126$ so f_{count} is greater than f_{table} , then H_0 is rejected and H_a is accepted meaning compensation and job satisfaction simultaneously have a real impact on employee performance variables.

Coefficient of Determination

Table 9
Coefficient of Determination Test Results

Type	R Square	Adjusted R Square
1	0,857	0,831

Source: Primary Data Processed, 2023

It is known that the adjusted R square value of 0.831 or 83.1% of this value means that 83.1% of compensation and job satisfaction variables make a large contribution to employee performance.

In the compensation variable $t_{\text{calculate}} > t_{\text{table}}$ ($11.139 > 1.666$) and sig ($0.008 < 0.05$) means H_0 is rejected and H_a is accepted. In this study, it was found that

compensation variables can have a significant effect on employee performance. The purpose of the statement is that the more effective the compensation received by employees or workers, the more performance will increase. This finding is the same as the results of Novi Indah Sari's research, which states that there is a significantly good relationship between the compensation received by employees to work results (Sari, 2020).

The data obtained is also the same as Suswanto's theory quoted by Jeramu (2023). According to this theory, the factor that can influence the compensation applied in the place of work. In addition, Suswanto also explained that the compensation received by employees will also affect employee performance. Thus, if the perception of honorary employees at Pringadi Hospital on the compensation given is proportional to the work done, it can affect employee performance. Because if the low compensation obtained by honorary employees at Pringadi General Hospital can be indicated by a decrease in employee performance. This is shown in the attitude of honorary employees who are not optimal in carrying out performance, and this can affect service to patients and reduce the accreditation of Pringadi Hospital.

In the job satisfaction variable, $t_{\text{calculate}} > t_{\text{table}}$ ($13.572 > 1.666$) and sig ($0.009 < 0.05$) means H_0 is rejected and H_a is accepted. Based on this, job satisfaction variables can have a significant effect on employee work results. This means that the more satisfied an employee is, the more performance will increase.

The data obtained in this study is also the same as the results of Nurrohmat Research (2021) where he argues that if the sense of satisfaction in employees is higher, the better and more satisfying their performance will be.

Job satisfaction reflects the extent to which an individual's expectations are met by the rewards provided by the work they do. The limitations of honorary employees at RSU Pringadi are limited compared to Civil Servants. Although the tasks given are the same, there are other things that cannot be equated. Therefore, the job satisfaction of honorary employees at RSU Pringadi is still not met and performance expectations can be increased if employee satisfaction is met.

CONCLUSION

After the study, precisely located at Pringadi Hospital on the Analysis of Compensation and Job Satisfaction on the Performance of Honorary Employees, a conclusion can be drawn where compensation and job satisfaction have a significant and positive relationship as seen from the results of the test $f_{\text{count}} = 13.177$ and sig value 0.001. And based on the results of the determination, 83.1% of compensation and job satisfaction variables make a large contribution to employee performance. Then the researcher also concluded that compensation is very influential on the performance of employees or employees, compensation that is comparable to what an employee does can bring up a sense of enthusiasm and motivation in employees or employees, otherwise if greater compensation is given by certain companies or agencies to employees or employees many possibilities can occur, one of which can increase employee movement and morale or Employees at work, not only that large compensation can also have a bad or bad influence on employees or employees because with large compensation can neglect workers for certain employees or employees. Unfair or unequal compensation for employment can also cause problems in the future and be a loss to the company or agency.

Then, after observing the results of the study, researchers expect Pringadi Hospital to be able to evaluate the budget for compensation directly by giving wages or rewards that are equal to the work given to honorary employees in order to increase satisfaction with themselves and to break their enthusiasm for work.

REFERENCES

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia: Teori, Konsep dan Indikator*. Pekanbaru: Zanafa Publishing.
- Armediana Sukmarwati, d. (2018). Analisis Kinerja Pegawai di Kecamatan Gunungpati Kota Semarang. *Media Neliti*.
- Djaali, H. (2020). *Metode Penelitian Kuantitatif*. Jakarta: PT Bumi Aksara.
- Farwin Lie, d. (2022). *Perencanaan Dan Pengembangan SDM*. Bandung: CV. Media Sains Indonesia.
- Harahap, I. V. (2022). Peran Pengalaman Kerja Dalam Meningkatkan Kinerja Karyawan (Studi Kasus Dinas Perkebunan Provinsi Sumatra Utara). *Jurnal Manajemen Akuntansi (JUMSI)*, 2(2), 280-285. <https://doi.org/10.36987/jumsi>

- Ita Rahmati, L. &. (2020). *Faktor Kompensasi, Motivasi dan Disiplin Kerja Serta Pengaruhnya Terhadap Kepuasan Kerja Karyawan (Studi Pada Dinas Kesehatan Kabupaten Jombang)*. Jombang: Penerbit LPPM.
- Jeramu, M. (2023). Pengaruh Kompensasi Terhadap Kinerja Pegawai Honor Pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Kupang. *Jurnal Ekonomika dan Bisnis*, 172-179.
- Lubis, G. A. (2021). Pengaruh Lingkungan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan Bagian Data Manajemen pada PT. Telkom Akses Medan. *Jurnal Pendidikan Tambusai*, 5(3).
- Nurbaiti., M. H. (2022). Analisis Faktor Yang Mempengaruhi Kinerja Karyawan Bagian Kas Daerah di Badan Pengelola Keuangan dan Aset Daerah (BPKAD) Pemerintah Provinsi Sumatera Utara. *Jurnal Manajemen, Bisnis dan akuntansi*, 1(4), 183-190. <https://doi.org/10.58192/profit.v1i4.358>
- Nuri Aslami., D. F. (2022). Pengaruh Perubahan Organisasi dan Budaya Organisasi terhadap Kepuasan dan Kinerja Karyawan. *Jurnal Ilmu Komputer, Ekonomi dan Manajemen (JIKEM)*, 2(2).
- Nurrohmat, A. (2021). Pengaruh Kepuasan Terhadap Kinerja Karyawan. *Journal Riset Akuntansi*, 82-85.
- Priadana, S., & Sunarsi, D. (2021). *Metode Penelitian Kuantitatif*. Tangerang: Pascal Book.
- Rahmani, N. A. (2021). *Metodologi Penelitian Ekonomi*. Medan: Rahmadi Percetakan.
- Ramdhan, M. (2021). *Metode Penelitian*. Surabaya: Cipta Media Nusantara.
- Saputra, H. A. (2017). Hubungan Pemberian Kompensasi dan Lingkungan Kerja Dengan Kepuasan Kerja Pegawai Tidak Tetap. *Jurnal Psikoborneo*, 4(1).
- Sari, N. I. (2020). Pengaruh Kompensasi Terhadap Kinerja Tenaga Honorer di Dinas Pendidikan Kota Makassar. *Jurnal UNISMUH*, 270-284.
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. Bandung: PT Refika Aditama.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Susanto, Y. (2017). *Kinerja Pegawai*. Jakarta: Raja Grafindo Persada.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Pranada Media Group.
- Tisnawati Erni Sule, &. P. (2018). *Kepemimpinan & Perilaku Organisasi (Membangun Organisasi Unggul di Era Perubahan)*. Bandung: PT. Rafika Aditama.
- Trinovela Simanjuntak, &. V. (2021). Pengaruh Knowledge Sharing dan Employee Engagement Terhadap Kepuasan Kerja Karyawan Narma Toserba, Narogong Bogor. *Jurnal Inovasi Mahasiswa Manajemen (JIMEN)*, 2(1).

Undang-Undang Republik Indonesia. (2018).

Wahyunita Sitinjak, d. (2021). *Kinerja Karyawan (Era Transformasi Digital)*. Bandung: CV. Media Sains Indonesia.