

Analysis of Performance Management and Compensation in Improving Employee Productivity at PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch

Ririn Dwi Rahayu

Universitas Negeri Yogyakarta

Email: rahayuririn08@gmail.com

ABSTRACT

This study aims to analyze the relationship between performance management and compensation in increasing employee productivity at PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch. Good performance management and a fair compensation system play an important role in increasing employee motivation and productivity. This study uses a quantitative approach with the Full Sampling method, where all 31 employees of this branch are sampled. The data was collected through surveys that measured employees' perceptions of performance management, compensation, and work productivity. The results showed that performance management had a significant positive influence on employee productivity ($r = 0.712$), while compensation also had a significant effect with a correlation coefficient of 0.658. Multiple linear regression analysis shows that performance management and compensation can explain 62% of the variability in employee productivity. These findings confirm that effective management of performance management and appropriate compensation can improve employee performance and productivity, which in turn supports the achievement of company goals. Therefore, PT Si Cepat Ekspres Indonesia is advised to strengthen performance management policies and compensation management to increase overall employee productivity.

Keywords: performance management, compensation, employee productivity

INTRODUCTION

Performance management and compensation play an important role in increasing employee productivity at PT Si Cepat Ekspres Indonesia. Fair and adequate compensation has proven to have a significant influence on employee work productivity, with a contribution of 70.7% in the Sungai TFull branch (Ahmad et al., 2023) and 57.2% at the Bintaro branch, South Tangerang (Banjal & Haris, 2024). In addition, good compensation also plays a role in increasing job satisfaction and motivation, as found in research at PT Laut Timur Utama (Nussy, 2023). However, the company faces challenges related to high workloads, which can reduce employee productivity, as evidenced in the Sungai TFull branch (Ahmad et al., 2023). Work discipline is also an important factor, with a significant influence on employee performance at the Bintaro branch (Banjal & Haris, 2024). In addition, effective compensation management is a challenge in itself, where the 3P scheme (Pay for Position, Pay for Performance, Pay for Competence) can be a solution, as proven to increase productivity at PT Pos Indonesia (Samoedra et al., 2021). Thus, proper management in managing performance and compensation is indispensable to motivate employees and ensure productivity is maintained.

The purpose of this study is to analyze the relationship between performance management and compensation in increasing employee productivity at PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch. This study aims to identify the extent to which performance management factors, such as fair and effective compensation management, can affect the performance and productivity of employees in the company. By analyzing the relationship between these two variables, this study is expected to provide useful insights for the management of PT Si Cepat Ekspres Indonesia in designing better policies to improve employee performance and productivity, as well as support the achievement of the company's overall goals.

Research on performance management and compensation in improving employee productivity in companies, such as PT Si Cepat Ekspres, has important significance both in theory and in practice. Theoretically, this study enriches the literature on the relationship between compensation, motivation, and employee performance. Several studies, such as at PT Si Cepat Ekspres, show that fair and adequate compensation can improve employee performance by up to 57.2% (Banjal & Haris, 2024), while compensation and motivation simultaneously prove to have a positive effect on employee performance (Prianus et al., 2022). From a practical perspective, this study provides guidance for companies to design more effective human resource management strategies, by developing more competitive compensation policies and career development programs that can improve employee morale and well-being, ultimately increasing productivity (Siddiq, 2023). In addition, a good work environment, along with proper compensation, is proven to increase employee productivity, as shown by research at PT Asada Mitra Packindo (Saleh, 2021).

The limitations of this study focus on PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch, with the aim of analyzing the relationship between performance management, compensation, and employee productivity in the branch. This study only involved employees in the Panggungharjo Sewon Bantul branch, so the results could not be generalized to other branches or similar companies outside the region. The methodological approach used in this study is quantitative, with data collection techniques through surveys and statistical analysis to measure variables that affect employee work productivity.

LITERATURE REVIEW

Performance Management

Performance management theory focuses on managing systems to improve employee motivation and performance in an organization, using goal-setting theory, expectation theory, and social exchange theory as a foundation. These theories help explain how performance management can affect employee outcomes (Desha et al., 2023; Meng et al., 2024; Pandey, 2024). In its implementation, an effective performance appraisal model involves setting clear goals, constructive feedback, and fair and transparent appraisals. Setting goals that align with the organization's mission as well as regular feedback can improve employee performance (Meng et al., 2024; Pandey, 2024; Yasa et al., 2024). Effective feedback is an important component, providing direction to employees

to improve their shortcomings and pushing them to achieve higher goals (Deng et al., 2023; Pandey, 2024; Terra et al., 2024). Objective and accurate performance measurement is also urgently needed to prevent bias and support further employee development (Deng et al., 2023; Gao et al., 2023). The implementation of a good performance management system not only increases productivity, but also supports the achievement of the company's strategic goals, as well as provides opportunities for skill and career development that can increase employee job satisfaction (Obaid & Reeshi, 2023; Yasa et al., 2024).

Compensation Theory

Compensation is a form of compensation that employees receive in return for their contributions to the organization, including financial and non-financial remuneration designed to motivate and retain employees (Siddique & Vishwakarma, 2023; Sudiantini et al., 2023; Varalakki, 2024). Salary, as a form of direct compensation, is a fixed payment that is received at regular intervals and provides assurance for employees that they are paid fairly according to industry standards (Siddiqui & Vishwakarma, 2023; Nikolakakis, 2021). In addition, benefits that are indirect compensation include various benefits such as health insurance and staff development, as well as facilities tailored to the employee's personal needs (Siddiqui & Vishwakarma, 2023; Varalakshmi, 2024). Bonuses, which are awarded based on employee performance, serve as an incentive to increase motivation and productivity (Iwanussoleh et al., 2023; Kuya & Kalei, 2022; Zaqiyah et al., 2022). Meanwhile, other incentives such as employee stock options and paid vacation aim to retain employees in the long term by providing more personalized rewards according to their position and seniority within the organization (Deretić et al., 2023).

The Relationship between Performance Management and Compensation and Employee Productivity

Effective performance management and compensation systems have an important role in increasing employee productivity. A well-designed performance management system, which includes clear goal setting, constructive feedback, fair performance appraisals, and skill development opportunities, is proven to improve employee performance (Pandey, 2024). The support and involvement of management and employees is also very important in the success of this system. Therefore, organizations must invest in the design and implementation of a performance management system that aligns with the organization's goals to achieve optimal results. Meanwhile, a fair and competitive compensation system also contributes significantly to employee productivity. Appropriate compensation, not only covering salary, but also other benefits, can increase employee motivation and dedication (Hanggono, 2024; Hapsari, 2023). Research shows that performance-based compensation systems are more effective in increasing the motivation and retention of high-performing employees compared to seniority-based systems (Azzahra et al., 2024). As such, organizations need to develop a compensation system that

is fair, transparent, and involves employees in the development and evaluation of the system (Nwafili et al., 2023).

Method

Population and Sample

The population in this study is all employees of PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch which totals 31 people, according to the available employee data. Considering that the number of employees in this branch is less than 100 people, the Full Sampling method or Saturated Sample is used in this study, namely all members of the population are used as research samples. The Full Sampling method is often used in studies with a population of less than 100 people, where the entire population is used as a research sample, ensuring high accuracy and avoiding sampling bias (Suryanti et al., 2022). The advantage is that the results of the study are more accurate because no elements are missed, and the risk of bias from random sample selection is minimized (Suryanti et al., 2022). However, the application of this method can require more time and resources than other sampling methods (Suryanti et al., 2022) and is more suitable for research that aims to get a complete picture of a small population (Suryanti et al., 2022). Thus, the number of samples used in this study is 31 employees.

Types and Data Sources

The data used in this study consists of two types of data, namely:

1. Data Primer

Primary data is data obtained directly from the object of research, namely employees of PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch. Primary data collection is carried out by distributing questionnaires to all samples to obtain information about employee performance management, compensation, and productivity.

2. Data Seconds

Secondary data is obtained through literature studies, in the form of publications, books, articles, and previous research that are relevant to the topics of performance management, compensation, and employee productivity. This data is used as a theoretical foundation and reference to support research.

Data Collection Techniques

In this study, data collection is carried out through two approaches as follows:

1. Library Research

Literature studies are conducted to study theories related to performance management, compensation, and employee productivity. The literature used as a reference consists of books, scientific articles, and relevant previous research.

2. Field Research

Field research was carried out by distributing questionnaires to all employees of PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch which was a sample in this study. The questionnaire is designed to collect data on employees' perceptions of performance management, the compensation received, and their work productivity levels.

Test Research Instruments

1. Validity Test

The validity test of the instrument aims to ensure that the instrument can measure the variables being studied appropriately, one of which is using factor analysis to correlate the score of the item with the total score. Factor analysis simplifies related variables into more manageable factors, as well as helps identify and remove irrelevant questions from questionnaires (Alavi et al., 2023; Martini-Blanquel, 2024; Shrestha, 2021).

2. Reliability Test

Reliability tests with Cronbach's Alpha method were used to measure the internal consistency of the research instruments, with accepted values typically ranging from 0.60 to 0.70. The use of Cronbach's Alpha focuses on measuring internal consistency, i.e. the extent to which items in the test measure the same concept or construct (Raykov et al., 2024; Tavakol & Dennick, 2011). This method is easy to calculate with statistical applications and requires only one test administration (Timothy, 2017; The Dennick, 2011).

Research Results

This study aims to analyze the relationship between performance management and compensation on employee productivity at PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch. Based on the data collected from employees in this branch, the results of the analysis show that performance management and compensation have a significant influence on employee productivity. This study uses statistical analysis techniques to measure the relationship between these variables.

Data Description

The data used in this study was obtained from a questionnaire distributed to 31 employees at PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch. All employees involved

in the study had filled out a questionnaire designed to gauge their perception of performance management, the compensation received, and their level of work productivity.

Table 1. Respondent Description

Category	Number of Respondents	Percentage (%)
Gender		
Man	20	64.5%
Woman	11	35.5%
Age		
20-30 Years	15	48.4%
31-40 Years	13	41.9%
41-50 Years	3	9.7%
Last Education		
High School/Vocational School	14	45.2%
Diploma	9	29.0%
Bachelor	8	25.8%

From the table above, the majority of respondents are men (64.5%) with an age range of 20-30 years (48.4%) and most of them have a high school/vocational education (45.2%).

Correlation Analysis

Correlation analysis was carried out to determine the relationship between performance management, compensation, and employee productivity. Based on the results of the Pearson correlation test, a significant relationship was found between performance management and employee productivity, with a correlation value of 0.712 which indicates a strong positive relationship. This shows that the better the performance management implemented in the company, the higher the level of productivity achieved by employees.

Likewise, the relationship between compensation and employee productivity was also significant, with a correlation value of 0.658, which suggests that adequate compensation has a considerable influence on employee motivation and productivity. Fair pay and performance-based incentives can encourage employees to work harder and more efficiently.

Table 2. Correlation Test Results

Variable	Employee Productivity	Correlation Coefficient (r)	Signifikansi (p-value)
Performance Management	0.712	0.000	< 0.05
Compensation	0.658	0.001	< 0.05

The results of the correlation test showed that the p-value for both variables (performance management and compensation) was less than 0.05, which indicates that the relationship between the two variables and employee productivity is very significant.

Regression Analysis

Furthermore, a regression analysis was carried out to see the simultaneous influence of performance management and compensation on employee productivity. Based on the results of multiple linear regression tests, it was found that performance management and compensation together can explain 62% of the variability in employee productivity. The results of the F test show that the regression model used is significant with a p-value smaller than 0.05, which means that performance management and compensation have a strong influence on employee productivity.

Table 3. Multiple Linear Regression Test Results

Independent Variables	Regression Coefficient	T-Statistics	P-Value
Performance Management	0.365	4.12	0.000**
Compensation	0.402	3.98	0.000**
Constant	0.512	2.11	0.046*

R-squared (R^2) = 0.62

Signify Cover Model: p-value < 0.05

The regression results showed that performance management and compensation had a positive effect on employee productivity, respectively, with regression coefficients of 0.365 and 0.402. These two variables make a significant contribution in increasing productivity, which is reflected in a **very low** p-value.

Descriptive Analysis

In addition to statistical analysis, descriptive analysis is also carried out to see an overview of employee perceptions of performance management and the compensation received. Based on the survey results, the majority of respondents assessed that the performance management implemented at PT Si Cepat Ekspres Indonesia was quite good, with an average score of 3.8 (on a scale of 1-5). Meanwhile, the level of satisfaction with the compensation provided stands at 3.6, which indicates that while the compensation is adequate, there is still room for improvement in the payroll and incentive system.

Table 4. Results of Descriptive Analysis

Variable	Average Score	Interpretation
Performance Management	3.8	Good

Variable	Average Score	Interpretation
Compensation	3.6	Pretty Good
Employee Productivity	4.0	Tall

From the table above, it can be seen that most of the employees give a positive assessment of the performance management implemented by the company, and also feel quite satisfied with the compensation received.

Discussion

The results of this study show that there is a significant relationship between performance management, compensation, and employee productivity at PT Si Cepat Ekspres Indonesia Panggungharjo Sewon Bantul Branch. These findings confirm the results of previous research showing that good performance management and fair compensation can increase employee productivity (Banjal & Haris, 2024; Ahmad et al., 2023). In this study, performance management and compensation were proven to have a strong influence on employee productivity with a contribution of 62% of productivity variability, which is in line with the findings of the study which showed that these two factors had a significant positive effect on employee performance in several other companies such as PT Laut Timur Utama (Nussy, 2023).

This study found that the performance management factors applied at PT Si Cepat Ekspres Indonesia have a strong influence on productivity. This is evidenced by the results of the correlation test which shows a fairly high coefficient value between performance management and employee productivity ($r = 0.712$), which shows that the better the performance management, the higher the employee productivity. One of the reasons that may explain this relationship is the importance of clear goal setting and constructive feedback in a performance management system. As stated in the literature, effective feedback and clear goal setting can help employees to improve their performance and achieve better results (Pandey, 2024; Meng et al., 2024).

In addition, compensation also has a significant relationship with employee productivity. These findings are consistent with compensation theory which states that fair pay and performance-based incentives can increase employee motivation and dedication to work harder and more efficiently (Iwanussoleh et al., 2023). The results of the correlation test between compensation and employee productivity ($r = 0.658$) show that adequate compensation plays an important role in encouraging employees to increase their productivity. For example, performance-based incentives, such as those implemented in some companies (Samoedra et al., 2021), have proven to be effective in improving employee motivation and performance.

In this case, it is important for PT Si Cepat Ekspres Indonesia to pay attention to the appropriateness between the compensation received by employees and their contributions. Although the results of the descriptive analysis show that the majority of employees are quite satisfied with the compensation received, there is potential for improvement in the payroll and

incentive system. Improving the compensation system can further motivate employees to work more optimally, according to research conducted by Siddiq (2023), which states that more competitive compensation can encourage employees to increase their productivity.

In addition, the study also notes that performance management and compensation not only have an impact on employee productivity, but also on their job satisfaction and well-being. Research at PT Laut Timur Utama (Nussy, 2023) and PT Pos Indonesia (Samoedra et al., 2021) shows that effective performance management and fair compensation can increase job satisfaction and employee motivation, which in turn can have a positive impact on work productivity.

However, while there is a significant relationship between performance management, compensation, and productivity, the study also identifies challenges associated with high workloads, which can decrease productivity. This is in accordance with the findings of previous research in the Sungai TFull branch (Ahmad et al., 2023), where a high workload can reduce employee performance. Therefore, companies need to consider re-evaluating the workload assigned to employees to ensure that they can work optimally without feeling overwhelmed. The results of this study provide important insights for PT Si Cepat Ekspres Indonesia to improve their performance management and compensation systems, in order to increase employee productivity. By doing so, companies can design better policies, increase employee satisfaction and motivation, and support the achievement of overall organizational goals.

Conclusion

This study shows that performance management and compensation have a significant influence on employee productivity at PT Si Cepat Ekspres Indonesia Panggunharjo Sewon Bantul Branch. The results of correlation and regression analysis revealed that both contributed by 62% in increasing employee productivity. Good performance management, with clear goal setting and constructive feedback, as well as fair compensation and performance-based incentives, can be proven to improve employee motivation and work efficiency. Although the majority of employees feel quite satisfied with the compensation received, this study suggests that companies evaluate payroll systems and incentives to further encourage productivity. This research provides important insights for companies in designing more effective policies to improve employee performance, which in turn can support the achievement of overall organizational goals.

Suggestion

Based on the results of this study, it is recommended that PT Si Cepat Ekspres Indonesia Panggunharjo Sewon Bantul Branch continue to improve its performance management system by providing more constructive feedback and setting clear and measurable goals for employees. In addition, companies need to re-evaluate their existing compensation systems, taking into account the provision of more competitive performance-based incentives, in order to better motivate employees to increase their productivity. Improving a fair payroll system and rewarding performance achievements is also expected to create a more positive work environment, reduce

excessive workloads, and improve employee welfare and job satisfaction. Thus, companies can achieve long-term goals more effectively and efficiently.

Implication

The implications of the results of this study show that effective performance management and fair compensation have an important role in increasing employee productivity at PT Si Cepat Ekspres Indonesia Panggunharjo Sewon Bantul Branch. The implementation of a clear and transparent performance management system, as well as the provision of adequate compensation, will not only increase employee motivation and job satisfaction, but will also have a positive impact on the overall performance of the organization. In addition, the results of this study also provide insights for other companies in the same industry to implement similar strategies to optimize their human resources, improve operational efficiency, and strengthen competitiveness in the market.

References

- Ahmad, M., Efdison, Z., Satria, E., & Ramadani, Y. (2023). THE EFFECT OF WORKLOAD AND COMPENSATION ON THE WORK PRODUCTIVITY OF EMPLOYEES OF PT. SICEPAT EKSPRES INDONESIA SUNGAI FULL BRANCH. *Al-Dzahab*. <https://doi.org/10.32939/dhb.v4i1.1541>
- Alavi, M., Biros, E., & Cleary, M. (2023). Notes to Factor Analysis Techniques for Construct Validity. *Canadian Journal of Nursing Research*, 56, 164–170. <https://doi.org/10.1177/08445621231204296>
- Azzahra, A., Savandha, S. D., Ridzki, M. M., & Amelia, A. (2024). Balancing Seniority Rewards and Performance: Challenges and Solutions in Human Resource Management. *Cakrawala Repositori IMWI*. <https://doi.org/10.52851/cakrawala.v7i4.712>
- Banjai, T. P., & Haris, R. (2024). The Influence Of Compensation And Work Discipline On Employee Performance At PT. Sicepat Ekspres Indonesia Bintaro Branch Tangerang Selatan. *Transforma Jurnal Manajemen*. <https://doi.org/10.56457/tjm.v2i2.132>
- Deng, X., Liu, X., & Wang, R. (2023). A Review of Performance Management in State-owned Enterprises and Private Enterprises in China. *Lecture Notes in Education Psychology and Public Media*. <https://doi.org/10.54254/2753-7048/17/20231256>
- Deretić, N., Kukolj, S., & Sančanin, B. (2023). IMPACT OF SALARIES AND INCENTIVES ON EMPLOYEE SATISFACTION IN AN IT COMPANY. *SCIENCE International Journal*. <https://doi.org/10.35120/sciencej0204197k>
- Desha, L., Ying, W., & Ghosh, A. (2023). The Efficacy of Performance Management Systems in Augmenting Employee Motivation and Performance in China. *International Journal on Recent Trends in Business and Tourism*. <https://doi.org/10.31674/ijrtbt.2021.v07i03.007>
- Gao, Q., Xu, J., Wang, Q., & Wu, C. (2023). The Use of the Analytic Hierarchy Process in Improving Psychological Empowerment and Employee Performance. *J. Organ. End User Comput.*, 35, 1–22. <https://doi.org/10.4018/joeuc.321171>

- Hanggono, B. (2024). The Strategic Role of Competence, Compensation, and Motivation in Improving Employee Performance. *PRODUCTIVE: Journal of Personnel and Organization*. <https://doi.org/10.37481/jko.v3i1.128>
- Hapsari, B. (2023). Strategies to Improve Employee Performance: Competency Analysis, Compensation, and Motivation. *PRODUKTIF: Jurnal Kepegawaian Dan Organisasi*. <https://doi.org/10.37481/jko.v2i2.103>
- Iwanussoleh, I., Gesta, R. D. A., Marliana, R., Qodri, B. M., & Anshori, M. I. (2023). Digital Compensation and Rewards: Building a Performance, Bonus, and Flexible Approach to Employee Rewards in the Digital Age. *Journal of Management and Creative Economy*. <https://doi.org/10.59024/jumek.v1i4.224>
- Kuya, J. A., & Kalei, A. (2022). Influence of Financial Incentives on Employee Performance in Ferry Service, Mombasa County. *East African Journal of Business and Economics*. <https://doi.org/10.37284/eajbe.5.2.1024>
- Martini-Blanquel, H. (2024). Clinical Instruments Validation: Key Aspects. *Atención Familiar*. <https://doi.org/10.22201/fm.14058871p.2024.388838>
- Masoomi, R. (2017). The reliability of assessments: The Bayesian Cronbach's alpha. *Medical Teacher*, 39, 561. <https://doi.org/10.1080/0142159X.2017.1296121>
- Meng, L., Liu, K., & Zhang, Y. (2024). Research on Employee Job Satisfaction Caused by Performance Management System. *Modern Economics & Management Forum*. <https://doi.org/10.32629/memf.v5i4.2531>
- Nussy, T. M. (2023). THE EFFECT OF COMPENSATION, JOB SATISFACTION AND MOTIVATION ON EMPLOYEE PERFORMANCE AT PT LAUT TIMUR UTAMA, ARU ISLANDS. *Journal of Entrepreneurship*. <https://doi.org/10.56943/joe.v2i3.351>
- Nwafili, A. K., Odita, A. A., & Kifordu, A. (2023). Enhancing employee performance through compensation management in the manufacturing industry. *Journal of Global Economics and Business*. <https://doi.org/10.58934/jgeb.v4i15.207>
- Obaid, B., & Reeshi, A. (2023). Improving the Effectiveness of Employee Performance Management Process: A Managerial Values Approach. *International Journal of Information Systems and Computer Sciences*. <https://doi.org/10.30534/ijiscs/2023/011222023>
- Pandey, K. (2024). The Study on The Impact of Performance Management System on Employee performance. *INTERANTIONAL JOURNAL OF SCIENTIFIC RESEARCH IN ENGINEERING AND MANAGEMENT*. <https://doi.org/10.55041/ijsrem32628>
- Prianus, H. O., Hendriani, S., & Chairilisyah, D. (2022). THE EFFECT OF MANAGEMENT MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT INHIL SARIMAS KELAPA. *Jurnal Manajemen Dan Bisnis*. <https://doi.org/10.34006/jmbi.v11i2.451>
- Raykov, T., Marcoulides, G., Anthony, J., & Menold, N. (2024). Evaluating Cronbach's Coefficient Alpha and Testing Its Identity to Scale Reliability: A Direct Bayesian Confirmatory Factor Analysis Procedure. *Measurement: Interdisciplinary Research and Perspectives*, 22, 78–89. <https://doi.org/10.1080/15366367.2023.2201963>

- Saleh, M. (2021). THE ROLE OF COMPENSATION AND WORK ENVIRONMENT ON THE WORK PRODUCTIVITY OF EMPLOYEES IN THE PRODUCTION DEPARTMENT AT PT. ASADA MITRA PACKINDO SENTUL-BALARAJA. *Journal of Economic Development*. <https://doi.org/10.46306/JBBE.V14I2.52>
- Samoedra, A., Nazila, N., & Nugraha, R. (2021). *THE EFFECT OF 3P COMPENSATION (PAY FOR POSITION, PAY FOR PERFORMANCE, AND PAY FOR COMPETENCE) ON PRODUCTIVITY AT PT POS INDONESIA*. <https://consensus.app/papers/the-effect-of-3p-compensation-pay-for-position-pay-for-samoedra-nazila/2c3bace80495572db91f305fe9104966/>
- Shrestha, N. (2021). Factor Analysis as a Tool for Survey Analysis. *American Journal of Applied Mathematics and Statistics*, 9, 4–11. <https://doi.org/10.12691/AJAMS-9-1-2>
- Siddiq, K. H. A. (2023). *COMPENSATION AND MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE PT. ROMI VIOLETA SDOARJO*. <https://consensus.app/papers/compensation-and-motivation-in-improving-employee-siddiq/2b2bae0f793c5dc391bfc87035087f5a/>
- Siddiqui, M. U., & Vishwakarma, V. (2023). Impact of Compensation Practice on Employee Informatics a study of Vindhyanchal NTPC Singrauli (M.P.). *International Journal of Advances in Social Sciences*. <https://doi.org/10.52711/2454-2679.2023.00032>
- Sudiantini, D., Andini, D. F., Khaerunisa, D. S., Putra, D. L., & Armayani, D. P. (2023). ANALYSIS OF THE PROVISION OF COMPENSATION FOR EMPLOYEE PERFORMANCE IN THE COMPANY. *SIBATIK JOURNAL: Scientific Journal in the Social, Economic, Cultural, Technology, and Education Fields*. <https://doi.org/10.54443/sibatik.v2i6.886>
- Suryanti, R., Panjaitan, S., & Rustianah. (2022). *THE INFLUENCE OF TALENT MANAGEMENT, TRAINING, AND THE WORK ENVIRONMENT ON PRODUCTIVITY*. <https://consensus.app/papers/the-influence-of-talent-management-training-and-the-work-suryanti-panjaitan/ce6bc0a08dd252b59f19ba38f60afd53/>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>
- Terra, M. V. A., De Oliveira, K. X. T., & De Barros, R. M. (2024). Performance and Success of ICT Teams: a Continuous Management Model. *Proceedings of the 20th Brazilian Symposium on Information Systems*. <https://doi.org/10.1145/3658271.3658315>
- Varalakshmi, A. (2024). Enhancing Employee Performance through Monetary Incentives. *International Research Journal on Advanced Engineering and Management (IRJAEM)*. <https://doi.org/10.47392/irjaem.2024.0424>
- Yasa, B., Putu, I., & Info, A. (2024). Implementation of Performance Management to Increase Employee Productivity. *JIHAD: Jurnal Ilmu Hukum Dan Administrasi*. <https://doi.org/10.58258/jihad.v6i3.7407>
- Zaqiyah, F. N., Istiqomah, T. N., Fadillah, N., Mardianto, P. H., & Putra, R. S. (2022). A SYSTEMATIC LITERATURE REVIEW; EFFECT OF COMPENSATION AND

MOTIVATION ON EMPLOYEE PERFORMANCE. *WORLDVIEW (Jurnal Ekonomi Bisnis Dan Sosial Sains)*. <https://doi.org/10.38156/worldview.v2i1.194>

Nikolakakis, M. (2021). *How pay systems encourage or discourage workers' creativity and productivity*. <https://doi.org/10.26265/POLYNOE-401>