

Implementation of the Compensation and Reward System on the Performance of Teachers and Employees at SMP "Al-Islam" Krian: Systematic Literature Review (SLR)

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ABSTRACT

Objective: This study aims to investigate the extent to which the implementation of compensation and reward systems enhances the performance of teachers and staff at SMP "Al-Islam" Krian, a highly favored school in Krian with over 1,000 students. **Method:** The research employed a Systematic Literature Review (SLR) methodology, analyzing 15 scientific articles to assess the relationship between compensation, reward systems, and performance improvements among educational staff. **Results:** The review of the 15 articles indicates that the implementation of compensation and reward systems has a significant positive impact on the performance of teachers and staff. These findings are contextualized with the real-life practices of compensation and reward systems at SMP "Al-Islam" Krian, highlighting its effectiveness in driving high productivity and motivation. **Novelty:** This study provides a comprehensive synthesis of existing literature linked to the specific case of SMP "Al-Islam" Krian, offering actionable insights for educational institutions to refine their compensation and reward strategies to optimize staff performance. It serves as a reference model for improving teacher and staff management practices across similar educational settings.

INTRODUCTION

Teachers and staff are among the largest contributors in an Educational Institution [1], [2], [3]. The function and role of teachers and staff cannot be denied, as they are the spearhead of the success of an educational institution in realizing the school's vision and mission. In addition, the welfare of teachers is always an interesting topic to discuss. Since ancient times, the teaching profession has often been associated with the image of Umar Bakrie, who was simple, humble, yet full of spirit and dedication in educating the nation's children, despite earning a modest income compared to the sacrifices and noble work he did to enlighten the generations of a nation's civilization [4]. Umar Bakrie is also depicted as a national figure who supports the welfare of teachers. Although he has a modest income, he is humble yet has a burning spirit, and his sacrifices and noble dedication to bringing the intelligent young generation to the gates of the nation's civilization are highly appreciated [5]. Unlike the current situation where the teaching profession has become the main goal for university graduates since a teacher receives a certification allowance every month after completing the professional teacher education program. However, for teachers who are not yet certified as professional educators, they cannot receive the educator profession allowance.

Therefore, these teachers are entirely dependent on the compensation they receive from their institution or school, especially for those who teach and educate in private schools, which purely rely on their own strength in providing compensation and so on as a return for the dedication and performance given by the teachers at the institution. The ability and strength of this private institution fully depend on the tuition fees paid by the students. This is what makes private educational institutions, which are usually under the auspices of foundations, implement a compensation and reward payment system regulated by the Foundation's Decree, referring to Law No. 14 of 2005 Article 15 Paragraph 3, which states that teachers appointed by educational units organized by the community are given salaries based on work agreements or collective labor agreements [6].

The regulations referred to here seem to be a weak point in the implementation of the compensation and reward system for teachers in private educational institutions, which is still far from being prosperous compared to the income and allowances received by civil servant teachers. Whatever efforts will be made by all parties, both from the government and the private sector, to improve the quality and standards of education, they will not achieve optimal results if they are not accompanied by efforts to improve the quality of human resources, in this case, teachers [4].

For this reason, the author conducted research by reviewing 15 articles that discuss the extent of the implementation of the compensation system and the awarding of rewards to teachers and staff in improving performance at SMP "Al-Islam" Krian. As we all know, the compensation system received by private school teachers is based on a time-based compensation system where the amount of compensation is determined according to the standard teaching hours, although not all foundations implement the same salary structure.

Teachers appointed by educational units organized by the community are paid based on a work agreement or collective work agreement. Some provide compensation in the form of attendance money per hour multiplied by the number of hours in a month, while others provide salary compensation based on hourly calculations. Based on the agreement as stated in Law No. 14 of 2005 Article 15 Paragraph 3 that, honorary or private teachers receive a basic salary, position allowance if assigned tasks outside teaching hours, and transportation allowance. For transportation allowances, the amount of transportation allowance each teacher receives varies depending on the distance between the school and the teacher's residence [4]. However, if the management of a large or reputable foundation with substantial and strong capital sources, the compensation, rewards, and recognition systems provided may be equivalent to civil servants, and some even have higher values [7].

Is it true that an educator working in a private educational institution who receives high compensation, rewards, and recognition will have guaranteed increased productivity and performance, resulting in good evaluations? Meanwhile, those with low compensation, rewards, and recognition systems, and no increases, experience decreased

performance and productivity, leading to poor evaluations. This will be the focus of the research using the SLR (Systematic Literature Review) method by taking a case study that occurred at a school, namely SMP "Al-Islam" Krian.

RESEARCH METHOD

This research uses the SLR (Systematic Literature Review) method. SLR is a research method with stages of formulating the research problem, collecting information, evaluating data feasibility, selecting literature, presenting data, and comparing data with issues occurring in an institution [8], [9]. The purpose of using this method is to review various articles or journals in answering a predetermined question by identifying, reviewing, and evaluating all relevant research [10], [11].

In this research, there are several stages that the researcher has gone through, namely determining the research question, searching for several literatures on the effectiveness of compensation in improving teachers' work motivation and performance, conducting a selection of relevant literature, presenting data, processing data, and drawing conclusions.

When collecting data, the researcher used 15 articles related to the implementation of compensation and reward systems for teachers, and their impact on improving teachers' performance and loyalty to educational institutions. Articles were obtained from national and international journals, specifically from Google Scholar, totaling 15 articles, and the articles reviewed within the range of 2019 to 2024. The articles used were then analyzed and tabulated in a table consisting of the researcher's name, publication year, journal, and research results. The content of this article is a discussion of several articles that have been reviewed and compared, from which a conclusion will be drawn.

The results of this literature study serve as the basis for analyzing the implementation of the compensation system and the provision of rewards to teachers and staff at SMP "Al-Islam" Krian. How do awards and compensation systems have a positive or significant impact on improving the performance and self-discipline of all teachers and staff at this school ?.

RESULTS AND DISCUSSION

A. Descriptive Analysis of Literature Study Research Results (SLR)

Research on the Influence of the Implementation of Compensation and Reward Systems from various organizations/institutions significantly affects the improvement of work performance, motivation to achieve, and self-discipline among employees.

Below is a table of several research articles on the Influence of the Implementation of Compensation and Reward Systems in various institutions/organizations.

Table 1. Descriptive analysis of literature.

No	Journal	Title	Author
1	JMCBUS: Journal of Management and Creative Business Vol.2, No.1 January 2024 e-ISSN: 2962-1119; p-ISSN: 2962-0856, pp. 82-96	Compensation and Its Effect on Employee Motivation at PT. Insolent Raya in Surabaya	Abdul Aziz Sholeh 1, Indriana Kristiawati 2, Achmad Daengs GS 3, Rina Dewi 4, Retno Susanti 5, Ramansyah Hidayat 6 [12]
2	Jurnal Valuasi: Scientific Journal of Management and Entrepreneurship, Department of Management, Faculty of Economics and Business, Universitas Bina Bangsa Volume 2, Number 2, July 2022 DOI Issue: 10.46306/vls.v2i2	The Effect of Motivation, Compensation, and Work Discipline on Employee Performance at PT Kencana Sawit Indonesia	Doni marlius1, Ilin Pebrina2 [7]
3	PERISAI e-ISSN 2964-8904 Journal of Education and Research in Science p-ISSN 2964-1497 LPPM - Universitas Serambi Mekkah Vol. 03 No. 01. February 2024	(SLR): The Effectiveness of Compensation in Enhancing Work Motivation and Job Performance in Educational Institutions	Wulandari Ningsih1, Ida Rindaningsih 2 [10]
4	PERISAI e-ISSN 2964-8904 Journal of Education and Research in Science p-ISSN 2964-1497 LPPM - Universitas Serambi Mekkah Vol. 02 No. 03. October 2023	The Effect of Organizational Culture and Compensation on Teacher Performance	Rizna Maharani,1,*; Ida Rindaningsih 2; Hidayatulloh3 [8]

No	Journal	Title	Author
5	JIM e-ISSN: 2829-4580, p-ISSN: 2829-4599 DOI: https://doi.org/10.38035/jim.v1i1 Received: March 5, 2022, Revised: March 20, 2022, Published: April 15, 2022	Employee Performance Model: Competence, Compensation, and Motivation (Literature Review in Human Resource Management)	Djoko Setyo Widodo ¹ , Andri Yandi ² [9]
6	Jurnal Review Pendidikan dan Pengajaran http://journal.universitaspahlawan.ac.id/index.php/jrpp Volume 7, Number 4, 2024 P-ISSN: 2655-710X, e-ISSN: 2655-6022	The Effect of Compensation on the Performance of Educators and Education Personnel in State Elementary Schools, Cluster V, Majauleng District, Wajo Regency	Haeria Hikmawati ¹ , Muhammad Arafah ² , Panessai Sir ³ , Hesti Parioga ⁴ [13]
7	MAMEN (Management Journal) Volume 7, Number 4, 2024 P-ISSN: 2655-710X, e-ISSN: 2655-6022	Systematic Literature Review (SLR): The Implementation of Compensation and Reward Systems on Teacher Performance in Muhammadiyah Elementary	Raden Soebiartika ¹ , Ida Rindaningsih ² [4]

No	Journal	Title	Author
		Schools, Sidoarjo	
8	Office Management Journal Vol. 4 No. 2, July 2019, pp. 141-149 Available online at: doi: 10.17509/jpm.v4i2.18008	Compensation Systems and Job Satisfaction of Non-Permanent Teachers at a Private Vocational School in Indonesia	Yuni Listya Owada Siahaan1, Rini Intansari Meilani2* [11]
9	ACJOUR: Academic Journal Research Vol. 02 No. 01 (2024), pp. 48-61	(SLR) Workplace Environment Analysis and Its Impact on Teacher and Employee Performance	Chusnul Chotimah, Ida Rindaningsih [5]
10	Management Studies and Entrepreneurship Journal Vol. 5(1) 2024, pp. 930-936	The Influence of Work Experience and Compensation on Employee Loyalty	Risky Dian Pratiwi1*, Mohammad Fauzan2 [14]
11	Culture, Education, and Technology Research (Cetera) E-ISSN: 3047-941X, pp. 56-67 Volume 1, Number 3, 2024	The Effect of Compensation and Work Motivation on Performance	Muhammad Tabah Akhiryan1, Mirzam Arqy Ahmad2
12	Journal of Management and Organization Review Vol. 2, No. 1, May 2020 E-ISSN: 2716-148x, P-ISSN: 2657-0130	Analysis of Individual Characteristics, Work Environment, Organization Climate, Motivation,	Sri Langgeng Ratnasari1, Martinus Buulolo2, Herni Widiyah Nasrul3 [6]

No	Journal	Title	Author
13	Neraca Management and Economics Vol. 3 No. 9, 2024 Prefix DOI: 10.8734/mnmae.v1i2.359	and Compensation on Employee Performance	Yayan Hendayana ¹ , Khalishah Ika Putri ² , Rifqoturrohm ah ³ , Iis Mulianingsih ⁴ , Hani Hardiyanti ⁵
14	Asset: Journal of Management and Business, Universitas Muhammadiyah Ponorogo Volume 7, No. 1 (2024): June, pp. 23-387 P- ISSN: 2614-5502, E-ISSN: 2614-7246	The Effect of Leadership Style, Work Environment, and Compensation on Employee Performance with Motivation as an Intervening Variable	Lia Eriska Br Sitepu ^{a,1*} , Andini Akbar ^{b,2} , Parapat Gultom ^{c,3} [15]
15	Widya Amrita: Journal of Management, Entrepreneurship, and Tourism October 2024, Vol. 4 (No. 10), pp. 1919-1926	The Influence of Financial Compensation, Work Discipline, and Communication on Employee Performance	I Putu Eka Juli Ananta (1) Ida Ayu Putu Widani Sugianingrat (2) I Made Suasti Puja (3)

The article reviewed above uses several methods in conducting its research. However, the final results obtained 90% indicate that the implementation of compensation and rewards provided by an educational institution or company with a

fair and objective system greatly influences the improvement of performance or productivity of teachers and employees.

B. Analyze Topic

The topic discussed in this research includes the impact of the implementation of compensation and reward systems on the improvement of the performance or productivity of teachers and staff at SMP "Al-Islam" Krian.

Tabel 2. Literature Analysis.

No	Researcher	Research Variable	Research Method	Research Findings
1	Abdul Aziz Sholeh 1, Indriana Kristiawati 2, Achmad Daengs GS 3, Rina Dewi 4, Retno Susanti, 5 Ramansyah	Compensation on Employee Work Motivation	Quantitative method to measure the relationship between compensation and work motivation	The study shows that compensation has a significant effect on employee work motivation. The higher the compensation provided, the greater the employees' work motivation.
2	Doni marlius1, Ilin Pebrina2	The Effect of Motivation, Compensation, and Work Discipline on Employee Performance	This study used a quantitative approach, employing statistical techniques to test the formulated hypotheses.	The findings reveal that compensation does not significantly affect employee performance at PT Kencana Sawit Indonesia.
3	Wulandari Ningsih1, Ida Rindaningsih 2	Compensation in Improving Work Motivation and Job Performance in Educational Institutions	Systematic Literature Review (SLR) method to examine and analyze various articles and journals on the impact of compensation on work motivation and job performance in	The study indicates that compensation has a positive and significant effect on teacher work motivation. Teachers receiving compensation aligned with their expectations tend to demonstrate higher motivation in performing their duties.

No	Researcher	Research Variable	Research Method	Research Findings
4	Rizna Maharani ^{1,*} ; Ida Rindaningsih ² ; Hidayatulloh ³	The Effect of Organizational Culture and Compensation on Teacher Performance	SLR method to identify and review relevant articles, providing robust evidence on the research problem.	Compensation has a significant impact on teacher performance. Fair and adequate compensation increases job satisfaction, positively influencing better performance in the learning process.
5	Djoko Setyo Widodo ¹ , Andri Yandi ²	Competence, Compensation, and Motivation in Employee Performance	SLR method reviewing relevant literature and articles on the discussed theories.	The research indicates that competence and employee compensation positively affect motivation and performance. Higher competence leads to better performance.
6	Haeria Hikmawati ¹ , Muhammad Arafah ² , Panessai Sir ³ , Hesti Parioga ⁴	The Effect of Compensation on the Performance of Educators and Education Personnel	Quantitative method conducted after data collection from respondents or other sources.	Analysis shows that compensation significantly impacts the performance of educators and education personnel. The higher the compensation received, the better their performance.

No	Researcher	Research Variable	Research Method	Research Findings
7	Raden Soebiartika ¹ , Ida Rindaningsih ²	Implementation of Compensation Systems on Teacher Performance	SLR method to collect and analyze various scientific articles relevant to the topic.	The research shows that financial and non-financial compensation positively impacts teacher performance. Higher compensation increases job satisfaction, which in turn enhances performance.
8	Yuni Listya Owada Siahaan ¹ , Rini Intansari Meilani ^{2*}	Compensation and Job Satisfaction of Non-Permanent Teachers	Descriptive statistical analysis using frequency calculations to capture respondents' answers on both variables.	There is a positive and significant effect of the compensation system on the job satisfaction of non-permanent teachers.
9	Chusnul Chotimah, Ida Rindaningsih	Workplace Environment Analysis and Its Impact on Teacher and Employee Performance	SLR method to identify, analyze, and evaluate research findings.	The study shows that a safe, comfortable, and conducive work environment positively affects teacher and employee performance, enhancing work ethics and motivation.
10	Risky Dian Pratiwi ^{1*} , Mohammad Fauzan ²	Work Experience and Compensation on Employee Loyalty	Explanatory research testing hypotheses and explaining the relationships among variables.	The findings indicate that compensation positively and significantly affects employee loyalty.

No	Researcher	Research Variable	Research Method	Research Findings
11	Muhammad Tabah Akhiryan ¹ , Mirzam Arqy Ahmadi ²	Compensation and Work Motivation on Performance	Quantitative method to analyze the impact of compensation and work motivation on education personnel's performance.	Adequate compensation can enhance motivation, contributing to higher performance.
12	Sri Langgeng Ratnasari ¹ , Martinus Buulolo ² , Herni Widiyah Nasrul ³	Individual Characteristics, Work Environment, Organizational Climate, Motivation, and Compensation on Employee Performance	Quantitative research method	Overall, individual characteristics, work environment, organizational climate, motivation, and compensation positively and significantly affect employee performance.
13	Yayan Hendarwana ¹ , Khalishah Ika Putri ² , Rifqoturrohmah ³ , Iis Mulianingsih ⁴ , Hani Hardiyanti ⁵	Leadership Style, Work Environment, and Compensation on Employee Performance	Qualitative method to explore the influence of leadership style, work environment, and compensation on employee performance, with motivation as an intervening variable.	A fair and transparent compensation system significantly contributes to employee motivation. Employees feeling valued through appropriate compensation are more motivated and committed to their work.

No	Researcher	Research Variable	Research Method	Research Findings
14	Lia Eriska Br Sitepu a,1*, Andrini Akbar b,2, Parapat Gultom c,3	Compensation and Work Discipline on Employee Performance	Quantitative method with a research design based on data collection through questionnaires.	Compensation does not significantly affect employee performance when moderated by motivation. While fair and competitive compensation may increase motivation, it does not directly translate into performance improvement.
15	I Putu Eka Juli Ananta (1), Ida Ayu Putu Widani Sugianingrat (2), I Made Suasti Puja (3)	Financial Compensation, Work Discipline, and Communication on Employee Performance	Quantitative method to measure and analyze relationships among the researched variables.	The study finds that financial compensation, work discipline, and communication positively and significantly affect employee performance.

In this study, the author wrote an article using the Literature Study Research method, which is connected to the real conditions occurring in the author's work environment, examining the extent of the impact of the implementation of compensation systems and the provision of rewards on the performance improvement of teachers and employees in the place where the author works as an educator.

The author conducted interviews and discussions with teachers and school staff, shared stories, and listened to the grievances of fellow colleagues, as the author happens to be one of the school stakeholders, specifically the deputy head of public relations, regarding the implementation system of compensation and rewards. The human resources of this school consist of permanent and non-permanent teachers, contract teachers, permanent institutional employees, and outsourcing employees, totaling 56 people. Based on the results of interviews and discussions with several teachers and employees regarding the implementation of the compensation and reward system applied at the school, the results indicate that:

Table 3. Satisfaction with the implementation of compensation and rewards at SMP "Al-Islam" Krian.

No	Compensation and Reward System	Amount			Explanation
		Adequate	Enough	Less	
1	Monthly Salary	40	10	6	All teachers and employees
2	Teaching Module Development Incentive	40	3		All teachers
3	School Activity Incentive	56			All teachers and employees involved in events
4	Assessment Supervision Incentive	51			Teachers and administrative staff
5	Assessment Question Preparation Incentive	43			All teachers
6	Workbook Revenue Sharing Incentive	56			Teachers and employees
7	Outstanding Teachers and Employees Incentive	50	6		Teachers and employees
8	Transportation Incentive for MGMPs and GUKAR	56			Teachers and employees
9	School Development Team Incentive	8			School Development Team
10	School Literacy Team Incentive	5			Indonesian Language Teachers
11	School Discipline Team Incentive	3	1		Teachers in the School Discipline Team
12	Umrah Incentive	54			Permanent teachers and employees
13	Family Gathering	56			All teachers and employees
14	Congregational Prayer Supervisor Incentive	6			Teachers supervising congregational prayers

From the data obtained above, almost 96% stated that they feel the implementation of the compensation and reward system is quite adequate, meaning they are fairly satisfied with the compensation given, although some may say that the amount of compensation, whether large or small, is relative, as long as it is enough to support their families. In addition to compensation in the form of salary, the school also provides rewards both in nominal and non-nominal forms, such as holding a Family Gathering with the families of all teachers and staff every two years and sending all teachers and staff on UMRAH according to their years of service, with three people departing each year.

CONCLUSION

Fundamental Finding : The study reveals that compensation and rewards significantly impact the performance of teachers and staff in schools. Compensation systems, provision of rewards, adequate facilities, and a safe, clean, and comfortable school environment positively influence performance, motivation, and discipline.

Implication : This finding emphasizes the importance of offering both material and non-material rewards in motivating staff. By ensuring that teachers and staff feel appreciated and supported, schools can enhance overall performance and satisfaction, contributing to a better learning environment. **Limitation :** The research is limited by its focus on a specific region (Sidoarjo) and may not be universally applicable. Further studies are needed to explore the broader implications of compensation and rewards in different educational contexts. **Future Research :** Future research should investigate the long-term effects of various types of rewards on teacher and staff performance across diverse geographical locations, as well as the role of leadership in fostering motivation and a positive working environment.

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