

Determination Compensation, Leadership, And Organizational Culture on Performance Through Employee Work Satisfaction

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Abstract-*The problem in this research, what is latent exogenous construction: compensation, leadership, organizational culture determines directly on the endogenous latent constructs: job satisfaction and employee performance at PT. VMI. This research aims to test and to analyze the direct determination of exogenous latent constructs: compensation, leadership, organizational culture towards endogenous latent constructs: job satisfaction and employee performance. The sampling technique uses simple random sampling techniques and research instruments using questionnaires of the total population of 702 employees of PT. 150 employees took VMI as a sample. Validity testing uses the Pearson Product Moment and reliability using Cronbach Alpha, which is processed with SPSS software. While the confirmatory factor analysis (CFA) test, the Normality Test and the test model used a Structural Equation Model (SEM) with Amos software. The results of this study are: Determination compensation has positive and significant direct to job satisfaction, but Determination compensation has negative not significant direct to the performance of employees. The determination of leadership has positive and significant direct to job satisfaction. The determination of leadership also has positive and significant direct to the performance of employees. Determination of organizational culture has positive not significant direct to job satisfaction. Determination of organizational culture has positive not significant directly to the employees' performance. Determination Job satisfaction has positive and significant direct to employee performance.*

Keywords: Determination, Compensation, Leadership, Organizational Culture, job satisfaction, and employee performance

I. INTRODUCTION

The increasingly tight global business competition encourages manufacturing companies to improve the quality and quantity of their products to maintain the continuity of the company. According to Handoko (2011), human resources in an organization or company has a significant role. Therefore one of the most important investments made by an organization or company is an investment in the field of human resources. PT. VMI is a manufacturing company located in Batam, making several efforts to improve employee satisfaction and performance. Some of the initiatives undertaken include providing compensation above the recommended government regulations and labor laws, improve the quality of supervision or leadership, and create a more tolerant organizational culture. PT has made various attempts. VMI, but not as expected by the company. The company still complained about the level of delay, and the absence/absence of employees of PT. VMI is still high, and the performance (performance) of PT. VMI also has not met the target.

In 2018 due to Annual leave (paid leave) 6.48%, Medical certificate (MC) 1.60%, No paid leave 0.58% and Absent 0.19%. So the total absence of employees in 2018 is as much as 8.85%. Besides that, the percentage of employees who are late and leaving early in 2018 is 4.49% or 7,728 days per year. Of course, absenteeism, tardiness, and going home very quickly affect the productivity or performance of employees of PT. VMI.

Data employee performance (performance) of PT. VMI in 2018 can be seen in Table 1.1.

Table.1

Percentage of Performance (Performace) Employees of PT. VMI 2018

Information	Q1	Q2	Q3	Q4
Well	73.9%	72.9%	74.5%	76.2%
Is	25.2%	25.5%	23.1%	20.8%
Not good	0.9%	1.6%	2.3%	2.8%
Bad	0.0%	0.0%	0.0%	0.2%

Note: Target: good $\geq 80\%$, <Not good = 80%

Table.1 that the performance of employees with good criteria in Q1 (January-March), Q2 (April-June), Q3 (July-September), and Q4 (October-December) none were the same or more than 80%. Table 1.3 also shows that there are still

employees with poor criteria, namely in Q1 = 0.9%, Q2 = 1.6%, Q3 = 2.3% and Q4 = 2.8%. Whereas in Q4 there were 0.2% of employees with poor performance.

AI. LITERATURE REVIEW

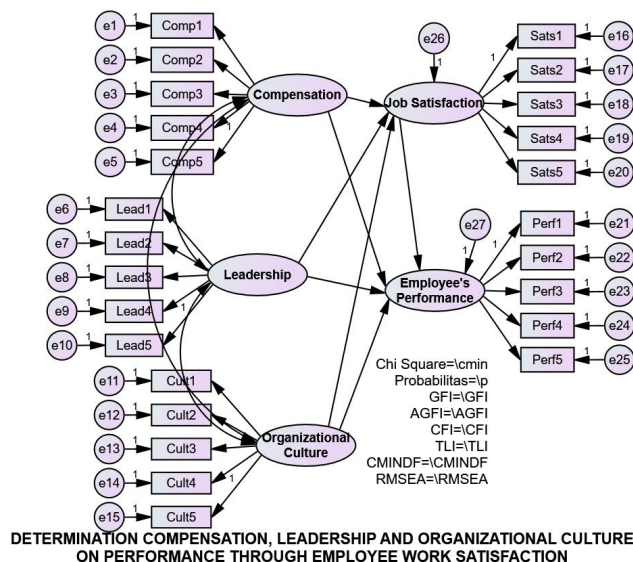
Compensation, according to Zaenal et al. (2018: 542), is something that is received by employees instead of contributing their services to the company. Leadership, according to Handoko (2017: 292), is the ability a person has to influence others to work towards their goals and objectives. According to Robbins and Judge (2017: 357), organizational culture is a system carried out by members that distinguish an organization from other organizations. According to Zaenal et al. (2018: 620), job satisfaction is an evaluation that describes someone's feeling of pleasure or discomfort, satisfied or dissatisfied at work. Performance, according to Zaenal et al. (2018: 406), is a real behavior that is displayed every person as a work performance produced by employees following their role in the company.

Research conducted by Rahman, et al. (2017) which concluded that compensation had a positive and significant direct effect on job satisfaction. This contradicts the research conducted by Salisu et al. (2015) concluded that this study concluded that compensation provided through salaries and benefits did not have a significant effect on job satisfaction. Research conducted by Ali et al. (2018) concluded that there was no influence of leadership on job satisfaction. This contrasts with research conducted by Rahman et al. (2017), which concluded that leadership has a positive and significant direct effect on job satisfaction. Research conducted by Rifa'i et al. (2017) and Koesmono, HT (2018) concluded that organizational culture variables did not affect job satisfaction. The above research is not following research conducted by Rahman et al. (2017), Habba, et al. (2017), Ali, et al. (2018) and Mariam (2009), who concluded that organizational culture has a positive and significant effect directly on job satisfaction.

Research conducted by Rahman et al. (2017) concludes that Compensation has a positive and significant direct effect on employee performance. This contrasts with the research conducted by Tulenan (2015), and Rizal et al. (2014) concluded that compensation did not have a significant effect on employee performance. Research conducted by Rahman et al. (2017), Habba et al. (2017), Mariam (2009) and Ali, et al. (2014) concluded that leadership had a positive effect. And directly significant to employee performance This is contrary to the research conducted by Setiyono (2017) which concluded that leadership has no significant effect on employee performance Research conducted by Ermawati et al. (2014) Syauta, et al. (2012) and Habba, et al. (2017) summarize organizational culture and compensation does not affect employee performance. This is not in line with research conducted by Rahman et al. (2017) is that organizational culture has a positive and significant direct effect on employee performance.

Research conducted by Ali et al. (2018) concludes that there is no effect of job satisfaction on employee performance. This contradicts research conducted by Mariam (2009), which concludes that job satisfaction variables show a positive effect on employee performance. From the results of the description of previous studies, there are still differences in conclusions or research gaps from previous studies.

Research Model



Picture.1

Hypothesis:

The formulation of the objectives to be achieved by the authors in this study is to analyze the direct determination of exogenous latent constructs: compensation, leadership and organizational culture towards endogenous latent constructs: job satisfaction and employee performance, and analyze the direct determination of latent constructs of job satisfaction on employee performance at PT. VMI.

BI. DATA COLLECTION

This type of research is included in the kind of field research (field research) using quantitative research methods. Quantitative methods are often referred to as positivistic methods because they are based on Sugiyono's philosophy of positivism (2017: 35). Quantitative research, according to its name, is often demanded to use numbers, starting from data collection, interpretation of the data, and displaying the results (Arikunto, 2014: 27).

In this study, the research instrument used was a questionnaire. The questionnaire, according to Sugiyono (2017: 230). is a data collection instrument where the participant/respondent fills in a question or statement given by the researcher, then after it is filled in completely returns to the researcher. According to Arikunto (2014: 173), the population is the whole subject of research. The people in this study are all employees of PT. VMI, amounting to 702 people. Samples taken by researchers in this study were 150 people or around 21.4% of the total population. Arikunto (2010: 112) argues that if the subject is less than 100 people should all be taken if the question is significant or more than 100 people, then a sample of 10-15% or 20-25% or more can be made. The data analysis method in this study uses the structural equation model (SEM) method. The software used for structural analysis is AMOS version 24. In the analysis using the structural equation model (SEM), according to Ghozali (2017: 62). The recommended sample sizes are between 100 to 200 people.

IV. DATA ANALYSIS

a) Analysis of determination with SEM (Structural Equation Model).

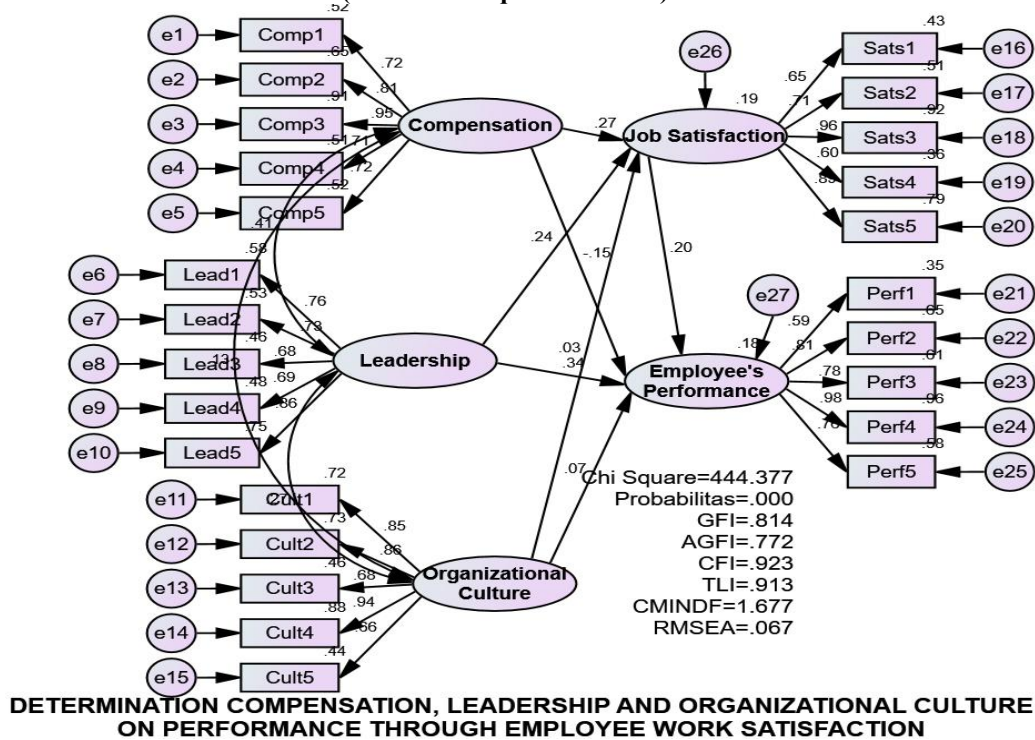


Figure.2

Regression Coefficient Model Variable Compensation, Leadership, Organizational Culture, Job Satisfaction, and Employee Performance.

b) Analysis of structural equation models.

Compensatory structural equation (X_1), leadership (X_2), organizational culture (X_3), job satisfaction (Y) and employee performance (Z) is as follows:

- $H_1: Y = \gamma_{y.x1}X_1 + e_1 \rightarrow$ Being terminated directly against YX_1
- $H_2: Y = \gamma_{y.x2}X_2 + e_2 \rightarrow$ Being terminated instantly against YX_2
- $H_3: Y = \gamma_{y.x3}X_3 + e_3 \rightarrow$ Being terminated immediately against YX_3
- $H_4: Z = \gamma_{z.x1}X_1 + e_4 \rightarrow$ Terminated directly against ZX_1
- $H_5: Z = \gamma_{z.x2}X_2 + e_5 \rightarrow$ Terminated directly against ZX_2
- $H_6: Z = \gamma_{z.x3}X_3 + e_6 \rightarrow$ Terminated directly against ZX_3
- $H_7: Z = \beta_{z.y}Y + e_7 \rightarrow$ Terminated directly against ZY

Table.2

Standardized Direct Effects (Group number 1 - Default model) compensation, leadership, organizational culture, job satisfaction, and employee performance

Variable	Culture	Leadership	Compensation	Satisfaction	The
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					performance
Satisfaction	0.033	0.235	0.267	0,000	0,000
The performance	0.074	.342	-0,146	.198	0,000

Table.3
Regression Weight compensation, leadership, organizational culture, job satisfaction, and employee performance

Variable	Estimate	SE	CR	P.	Label
Satisfaction <--- Compensation	0.294	.107	2,759	0.006	par_21
Satisfaction <--- Leadership	.202	0.086	2,367	0.018	par_23
Satisfaction <--- Culture	0.032	0.079	0.399	0.690	par_25
Performance <--- Compensation	-0,138	0.089	-1,549	0.121	par_22
Performance <--- Leadership	0.252	0.079	3,181	.001	par_24
Performance <--- Culture	0.060	0.068	.883	.377	par_26
Performance <--- Satisfaction	0.170	0.080	2,128	0.033	par_27

Table 4
Standardized Regression Weight compensation, leadership, organizational culture, job satisfaction and employee performance

Variable	Estimate
Satisfaction <--- Compensation	0.267
Satisfaction <--- Leadership	0.235
Satisfaction <--- Culture	0.033
Performance <--- Compensation	-0,146
Performance <--- Leadership	.342
Performance <--- Culture	0.074
Performance <--- Satisfaction	.198

V. STUDY RESULTS, SUMMARY AND CONTRIBUTION

In the tables above, the determination of the latent variable of compensation against the latent variable of job satisfaction (Satisfaction) has a standardized estimate (regression weight) of 0.267 with CR (Critical ratio) = 2.759 and probability = 0.006. CR value 2.759 > 2,000 and Probability = 0.006 < 0.05 shows that shows the direct determination of the latent variable compensation for the latent variable of job satisfaction (satisfaction) is significantly positive. Compensation is positive and significant directly to job satisfaction as the results shown in this study, so these results support research conducted by Rahman et al. (2017: 23), who concluded that compensation had a positive and significant direct effect on job satisfaction. According to Hasibuan (2012: 121),

Determination of the latent variables of leadership to the latent variables of job satisfaction (Satisfaction) has a standardized estimate (regression weight) of 0.235 with CR (Critical ratio) = 2.367 and probability = 0.018. CR value 2,367 > 2,000 and Probability = 0.018 < 0.05, which shows that the direct determination of the latent variable of leadership on the latent variable of job satisfaction (satisfaction) is significantly positive. Leadership has a positive and significant direct effect on job satisfaction as the results shown in this study. Then these results support research conducted by Rahman et al. (2017: 23) Habba et al. (2017: 61) and Mariam (2009: 107), who concluded that leadership shows a positive influence on job satisfaction. According to Riyati (in Rahadian et al., 2017: 2910), Job satisfaction for employees is itself well created by good leaders in leading their employees. Effective leadership in managing human resources will create job satisfaction, which will ultimately affect overall job satisfaction.

Determination of the latent variables of organizational culture (Culture) to the latent variables of job satisfaction (satisfaction) has a standardized estimate (regression weight) of 0.033 with CR (Critical ratio) = 0.399 and probability = 0.690. CR value of 0.399 < 2,000 and Probability = 0.690 > 0.05 shows that shows the direct determination of the latent variable of organizational culture (Culture) to the latent variable of job satisfaction (satisfaction) is not significant positive. Workers who feel that their values and personalities are compatible with the organization will get higher job satisfaction. But on the contrary, if workers feel that their values and personalities do not fit into the organization, job satisfaction will not be achieved (Wibowo, 2016: 30). Many of the employees of PT. VMI is

experienced in other companies, so they brought a lot of the organizational culture of the previous company. They are not so concerned with the organizational culture in PT. VMI so that it does not affect their job satisfaction. Efforts to create an organizational culture of ethics, namely the provision of rewards for actions that appear ethical and provide penalties for actions that are not ethical (Robbins and Judge, 2017: 372) at PT. VMI is not optimal. Providing visible rewards for those who act ethically and giving striking penalties for those who act unethically is not done maximally at PT. VMI. Besides, the company does not provide ethical training such as holding seminars, workshops, and training programs to uphold the ethical standards of the organization,

Determination of the compensation latent variable to the employee performance latent variable (Performance) has a standardized estimate (regression weight) of -0.146 with CR (Critical ratio) = -1,549 and probability = 0.121. CR value -1.549 <2,000 and Probability = 0.121 > 0.05 shows that shows the direct determination of the latent compensation variable for the employee performance latent variable (Performance) is not significantly negative. Automatic annual salary increases with formulas based on years of service that make employees feel comfortable. The annual salary increase was not at the initiative of the company, but rather the results of the struggle of the existing trade unions at PT. VMI. Employees find it very helpful to have a union, even though they have to contribute 1% of the city minimum wage for each union member. Employees assume, even if they work not on target, they will still enjoy an automatic annual salary increase based on the agreed annual salary increase formula between company management and the union. Besides, the salary increase based on work performance at PT. VMI is smaller than the annual salary increase based on the formula. The results of this study are in line with research conducted by Tulenan (2015: 680) and Rizal, et al. (2014: 75) concluded that compensation did not affect employee performance. In implementing compensation systems, companies must be careful and calculating. Errors in implementing the compensation system will result in the emergence of demotivation and lack of job satisfaction among workers so that it impacts on employee performance (Wibowo, 2013: 347). even if they work not on target, they will still enjoy an annual salary increase automatically based on the annual salary increase formula agreed between the company management and the union. Besides, the salary increase based on work performance at PT. VMI is smaller than the annual salary increase based on the formula. The results of this study are in line with research conducted by Tulenan (2015: 680) and Rizal, et al. (2014: 75) concluded that compensation did not affect employee performance. In implementing compensation systems, companies must be careful and calculating. Errors in implementing the compensation system will result in the emergence of demotivation and lack of job satisfaction among workers so that it impacts on employee performance (Wibowo, 2013: 347). even if they work not on target, they will still enjoy an annual salary increase automatically based on the annual salary increase formula agreed between the company management and the union. Besides, the salary increase based on work performance at PT. VMI is smaller than the annual salary increase based on the formula. The results of this study are in line with research conducted by Tulenan (2015: 680) and Rizal, et al. (2014: 75) concluded that compensation did not affect employee performance. In implementing compensation systems, companies must be careful and calculating. Errors in implementing the compensation system will result in the emergence of demotivation and lack of job satisfaction among workers so that it impacts on employee performance (Wibowo, 2013: 347).

Determination of leadership latent variables to employee performance latent variables (Performance) has a standardized estimate (regression weight) of 0.342 with CR (Critical ratio) = 3.181 and probability = 0.001. CR value 3.181 > 2,000 and Probability = 0.001 <0.05 shows that show the direct determination of the latent variable of leadership on the latent variable of employee performance (Performance) is significantly positive. The leaders at PT. VMI in providing direction, supervision by standard operating procedures (SOP), or working instructions (WI) that apply in the company. Besides, the leaders always provide solutions if employees/employees get problems in carrying out their work. The leaders at PT. VMI also always accepts suggestions, opinions, and criticisms conveyed by subordinates to be considered as a consideration in making decisions. The results of this study indicate that the role of a leader both the role of interpersonal, informational warfare, and the role of decision making (Zaenal, and Deddy, 2012: 89) can be carried out well in PT. VMI. Besides the function of a leader, which includes: the function of instruction, the function of consultation, the function of participation, and control (Zaenal and Deddy, 2012: 89) can also run well at PT. VMI, even though it is not yet maximized.

Determination of organizational culture latent variables on employee performance latent variables (Performance) has a standardized estimate (regression weight) of 0.074 with CR (Critical ratio) = 0.883 and probability = 0.377. CR value of 0.833 <2,000 and Probability = 0.377 > 0.05 indicates that shows the direct determination of the latent variable of organizational culture (Culture) to the latent variable of employee performance (Performance) is positively insignificant. Culture in a company is a manifestation of life and the deepest breath of one's desire to do what is right. Culture refuses if the old main values or procedures or practices are widely accepted in danger (Wibowo, 2016: 17). PT employees. having a relatively long age and years of work is influenced by the difficulty of the new culture to enter because employees are accustomed to the old culture that has been formed so that culture does not significantly influence employee performance. Besides, annual salary increases based on years of work hamper efforts to create an ethical organizational culture, by managers one of which is the failure to provide compensation for apparent ethical actions and provide penalties for unethical actions. Managers want how their decisions, as measured by the organization's code of ethics, provide visible rewards for those who act ethically and give significant penalties for those who act unethically (Robbins and Judge, 2017: 372) cannot be done maximally.

Determination of latent variables of job satisfaction (Satisfaction) to latent variables of employee performance (Performance) has a standardized estimate (regression weight) of 0.198 with CR (Critical ratio) = 2.128 and probability = 0.033. CR value $2.128 > 2,000$ and Probability = $0.033 < 0.05$ shows that show the direct determination of the latent variable of job satisfaction (satisfaction) on the latent variable of employee performance (Performance) is significantly positive. The results of this study are in line with the opinion expressed by Sutrisno (2014: 77) that employees feel satisfied at work will trigger productivity, and employee work will also increase so that the company's goals are achieved well. High job satisfaction will have an impact on work performance and good performance. Employee job satisfaction is an important issue that needs attention concerning employee work productivity. Job satisfaction has a significant positive direct effect on employee performance as the results shown in this study. Then these results support research conducted by Mariam (2009: 107), which concludes that the variable job satisfaction shows a positive effect on employee performance. Employees feel satisfied at work will trigger employee performance will also increase so that the company's goals are well achieved. Brahmasari and Suprayetno (in Kusuma et al., 2018: 127) generally concluded that high employee job satisfaction would be able to improve company performance. In the opinion above, employees who are satisfied at work.

a. Analysis of measurement models with determination

Table.5
 Squared Multiple Correlations:

Variable	Estimate
Satisfaction	.186
The performance	.184

Squared Multiple Correlation whose respective value for job satisfaction (Satisfaction) is 0.186 and employee performance (Performance) = 0.184. Thus the magnitude of the determination of job satisfaction (satisfaction) is $0.186 \times 100\% = 18.6\%$. Thus it can be said that the change in job satisfaction (satisfaction) caused by the determination of compensation, leadership, and organizational culture is 18.6%, and other factors influence the remaining 81.4%. Other factors that affect job satisfaction include the rank and position of the employee because, in general, people assume that if someone works in a higher job position or high position, they will feel more satisfied than people who work in lower jobs (Sutrisno, 2014: 79). Besides the work factors such as type of work,

While the determination of employee performance (Performance) is $0.184 \times 100\% = 18.4\%$. Thus it can be said that changes in employee performance (Performance) caused by the determination of compensation, leadership, organizational culture, and job satisfaction (Satisfaction) amounted to 18.4%, and other factors influenced the remaining 81.6%. Another factor that influences employee performance is the individual factor. Good or bad performance of an organization is certainly influenced by individual factors such as competence, ability to run tasks, knowledge, work attitudes, commitment, and employee self-motivation. All of these individual attributes ultimately play a role in improving organizational performance. (Sobirin, 2016: 1.17).

b. Analysis of goodness of fit

Table.6
 The goodness of Fit Evaluation

The goodness of Fit Index	Cut-of-Value	Model Results	Information
Chi-square (χ^2)	Expected to be small	444,377	Not good
Probability	> 0.05	0.00	Not good
GFI	≥ 0.90	0.814	Marginal
AGFI	≥ 0.90	.772	Marginal
CFI	≥ 0.90	0.923	Good
TLI	≥ 0.90	0.913	Good
CMIN / DF	≤ 0.30	1,677	Good
RMSEA	≤ 0.08	0.067	Good

Taking into account the cut-of-value and goodness of fit results of the model in Table 4.32, 4 criteria are met, and two marginal from 8 criteria are used. Criteria fulfilled are CFI, TLI, Relative Chi-square / CMIN/ DF (/ df) and RMSEA. Chi-square value (χ^2) = 444,377 and probability = 0.00 indicates the model is not good, but Chi-square value (χ^2) is sensitive to the number of samples. Therefore we need to look at other fit criteria, namely GFI, AGFI, CFI, TLI, Relative Chi-square / χ^2 CMIN/ DF (/ df), and RMSEA. Because four criteria have been met, and two are marginal out of the eight criteria required, the above model can be stated as a good model. (Ghozali, 2017: 217) χ^2

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