

## THE INFLUENCE OF COMPENSATION AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE ENGAGEMENT AT PT. XYZ



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### Abstract

Technology has advanced with the use of AI, but human resources, as the primary asset in achieving company goals, remain irreplaceable. The current performance problem is low employee performance. The purpose of this study is to analyze the effect of compensation on employee performance, compensation on employee engagement, the work environment on employee performance, the work environment on employee engagement, and employee engagement on employee performance. The number of respondents was 200 respondents. The research sample was determined using stratified random sampling. Data analysis in this study used SEM PLS to determine the effect of independent variables on the dependent variable. The SEM PLS analysis results indicate that compensation affects employee engagement, the work environment has a positive effect on employee performance, and employee engagement has a positive effect on employee performance. However, compensation hurts employee performance, while the work environment does not affect employee engagement. The AHP analysis results indicate that compensation is the primary factor in improving employee performance. The conclusion of the study states that although compensation has a negative effect on employee performance, if it is not fulfilled it will cause job dissatisfaction, therefore employee compensation must be considered and increased by employees in order to create a bond between employees and the company which will improve employee performance in the future.

**Keywords:** Compensation, Dedication, Employee Engagement, SEM PLS, Vigor

## INTRODUCTION

In the era of globalization, companies need to increase their competitiveness and have advantages and competitiveness to compete with other companies in this increase in competitiveness, one of which is characterized by the flow of digitalization and the adoption of increasingly advanced technology. The use of AI offers opportunities to increase efficiency and productivity that are able to improve the performance of companies/organizations (Al Naqbi *et al.* 2024). The use of AI-based technology and job automation has the potential to eliminate certain job roles, especially those involving routine and repetitive tasks. The World Economic Forum states that more than 7.5 million data entry jobs will be lost by 2027 (<https://www.aiprm.com/ai-replacing-jobs-statistics/>).

The times are getting more sophisticated but human resources remain the most valuable asset of an organization to achieve organizational goals (Plenary *et al.* 2022). Good human resource management will produce quality human resources, characterized by good performance in each employee (Masharyono and Senen 2018). Employees have responsibilities and play an important role in the process of achieving organizational goals. The goals of the organization will be achieved if employees are supportive and involved in it. Low employee performance in the era of competition is still a major problem in human resource management. Low employee performance is the main problem faced by companies so that improving performance is the main challenge for every organization. Employee performance problems are faced by companies in various sectors in various countries, both those engaged in the public and private sectors (São Paulo *et al.* 2016).

One of the public sectors that experienced performance problems was state-owned enterprises (BUMN). BUMN are one of the sources of state revenue. In the economic system, the role of BUMN is as a pioneer or pioneer in the business sector that has not been in demand by the private sector. In addition, BUMN also serve as a counterbalance to the power of the private sector, assist in the development of MSMEs (Micro, Small and Medium Enterprises), and carry out production and distribution activities of resources related to the livelihoods of many people (Masharyono *et al.* 2023).

One of the BUMN that experienced performance problems was PT. XYZ which is a trading cluster. This is also strengthened by the fluctuating net profit received by the company every year in the last five years. Based on data on the annual report of PT. XYZ. Based on the company's Annual Report, it is known that in 2023 PT. XYZ earned a net profit of IDR 16,702,000,000.00 which is much lower than the profit earned in 2022, which was worth IDR 49,089,000,000.00 so that the profit obtained decreased by 65.98%. In addition, based on the company's annual report, it is also known that the company's performance in general in 2023 is still not optimal.

Many factors affect employee performance including *Work environment, leadership, teams and colleagues, operator training and development, compensation, organizational policies, and workplace well-being* (J. 2014); *Leadership Work Environment and Job Satisfaction* (Jokowi 2014); *Employee Engagement* (Dalal *et al.* 2012). One of the factors that is considered important in improving performance, but each is rarely researched, one of which is *Employee Engagement*. Engaged employees consistently exhibit three common behaviors that improve organizational performance: *say-stay-strive* (Kompaso and Sridevi 2010).

One of the factors that has a positive effect on *Employee Engagement* is compensation (Ardillah 2020). Compensation is one of the important aspects because if

compensation is given correctly, it will create employee job satisfaction and produce good performance for the company (Putri & Wardhana, 2020). Other influencing factors *Employee Engagement* is a work environment. A good work environment such as company culture, availability of resources, reward and development system, management performance, relationships between members of the organization can improve *Employee Engagement* (Purnami, 2016). Employees will feel *Involved* when they find personal motivation and meaning in their work as well as gain positive support and operate in an efficient work environment (Pan & Degre, 2015).

Thus, this study aims to analyze the influence of compensation, work environment and *Employee Engagement* on employee performance and analyze the influence of mediation *Employee Engagement* on compensation and the work environment towards employee performance at PT. XYZ.

## REVIEW OF LITERATURE

### Employee Performance

Performance is the result of work that can be measured and shown as a whole of evidence from a management process or organization and in accordance with the authority and responsibility of each in an effort to achieve organizational goals can be defined as performance (Sedarmayanti 2010). Performance can be interpreted as a process about how a job takes place, and the result of a job can also be interpreted as performance, the statement makes it clear that performance can be seen as a process and the result of a job (Wibowo 2016). Employee performance can measure how much or how much employees contribute to the organization (Kaswan 2012). Performance can be defined as a record of the outcome resulting from an activity that has been carried out in a certain period of time (Bernadin and Russel, 2012). Employee performance can measure how much or how much employees contribute to the organization (Kaswan 2012). Work performance or achievement is the results achieved by a person according to the applicable measure, within a certain period of time, with respect to work and his behavior and actions (Suwatno and Priansa 2014). Employee performance can be measured through 6 categories, namely: Quality It is the degree to which the results of the activities that have been carried out are close to perfection or meet the previously expected goals Quantity In the form of the amount generated from an activity, it can be expressed in various terms, for example in a number of units and in the number of cycles of activities completed Timeless It is the level of time an activity is completed or the extent to which an activity is carried out at the desired initial time, which can be seen from the coordination with the output and the time available to perform other activities Cost Effectiveness It is the level of use of organizational resources in the form of human, financial, technological or material that can be maximized with the intention of increasing profits or reducing losses from each unit of resource use Need for Supervision (Kebutuhan akan Supervisi) It is the level at which an employee can carry out his or her work functions without asking for help, supervision, guidance from the supervisor or asking for the intervention of the supervisor to avoid unwanted actions and resulting in losses Interpersonal Impact In the form of a level where employees have work commitments with employees and employee responsibilities towards the company, it is characterized by the willingness of employees to maintain self-esteem, good name, and cooperation between colleagues, superiors and subordinates (Bernadin and Russel, 2012). Based on the definition

of experts, it can be said that performance is the result of the work of employees within a certain period of time that has been determined by the organization.

### **Compensation**

Compensation is one of the ways management in a company to increase the job satisfaction of its employees. Compensation is the total of all rewards that employees receive in lieu of the services they have provided (Mondy 2008). (Hasibuan 2017) states that compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Compensation is something that employees receive in exchange for their service contributions to the company (Veithzal Rivai Zainal 2011). Financial compensation is paid to employees in return for their services to an organization (Gao et al. 2019). There are four indicators for measuring employee compensation, namely: 1) Wages and salaries 2) Incentives 3) Allowances 4) Facilities (Simamora 2004). The above indicators can be used as a reference by organizations/companies in providing proper compensation for their employees. Providing decent compensation makes employees happy to work in the company and will help the company in achieving its goals (Suryani and Khair, 2019). From some of the above opinions, it can be concluded that compensation is any type of reward in the form of money or non-money that is given to employees in a proper and fair manner for their services in achieving the company's goals.

### **Work Environment**

A work environment is a condition in which there are work systems, work designs, working conditions, and the ways in which people are treated in the workplace by their managers and co-workers that can affect the physical and psychological condition of employees both directly and indirectly (Armstrong and Taylor 2023). The work environment as a condition related to the characteristics of the workplace towards employee behavior and attitudes where it is related to the occurrence of psychological changes due to things experienced in their work that must be paid attention to by the organization which includes work boredom and monotonous work, and fatigue (Bulger et al. 2020). The work environment is the totality of tools, tools and materials faced, the surrounding environment where a person works, the working methods, and the arrangement of work both as an individual and as a group (Sedarmayanti 2005). According to (Sedarmayanti 2017) the physical work environment is the physical state that exists around where employees work, this physical work environment is able to influence employees in doing their work directly or indirectly while the non-physical work environment is all non-physical conditions that exist around the place where employees work such as good working relationships with superiors, subordinates, fellow colleagues and others that can affect employees in doing Work. Nitisemito (Nitisemito 2015) stated the same thing that the work environment consists of a physical work environment and a non-physical work environment. The physical work environment consists of: Lighting Adequate but not dazzling lighting will help create the performance of its employees. Air circulation Good air circulation will nourish the body.

Sufficient air circulation in the workspace is very necessary if the room is full of employees. Noise Noise interferes with concentration, anyone does not like to listen to noise, because noise is a nuisance to a person. Color Color can affect the human psyche, actually it is not only the color that is considered but the composition of the color must also be considered. If the color of a room has an interesting composition or has character, positive changes will also arise, either in mood or attitude. Air humidity Humidity is the amount of

water contained in the air, usually expressed in percentages. This humidity is related to or affected by air temperature. Facilities. Facilities are a support for employees in carrying out activities at work. Meanwhile, the non-physical work environment can be measured using the following indicators: Harmonious relationship A harmonious relationship is a form of relationship from one person to another person in an organization. If a harmonious relationship is created, it can benefit the company.

### **Employee Engagement**

Employee engagement is an individual's involvement, satisfaction and enthusiasm for the work done by the individual (Robbins et al. 2019). Employee engagement can also be defined as employee involvement in simultaneous work and one's expression in task behavior that creates connections to his work and to others, personal presence, and active performance (Kahn 1990). Another opinion states that employee engagement can be interpreted as the integration of different behavioral components such as cognitive, affective, and behavioral commitments, engagement, compassion (rational and emotional), business policies, deep relationships, energy, positive attitudes, and psychological expectations (attention and earnestness), which link the potential performance of employees to the success of the organization (Gupta and Sharma 2016).

Employee engagement is also defined by Saks (Saks, Alan 2006) as a unique and distinct construct consisting of cognitive, emotional, and behavioral components related to the performance of individual roles. Schaufeli et al (2002) define employee engagement as a positive attitude, fulfillment, and work-related state of mind that has the characteristics of vigor, dedication, and absorption. Meanwhile, another opinion states that employee attachment is measured using say, stay, and strive. Say is shown by talking about positive things about the organization to colleagues, potential employees, and customers. Stay is shown by having a strong desire and desire to always be part of the organization. Strive is demonstrated by the motivation and extra effort expended to achieve success in work and organization (Hewitt 2015). From some of the definitions above, it can be concluded that employee engagement is the involvement of individuals with full emotional involvement both cognitively, affectively, and psychomotor to their work in order to produce maximum performance.

### **RESEARCH METHOD**

This research uses quantitative research methods. Used to research a particular population or sample, so the data collected uses research instruments, data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses (Sugiyono, 2018). Measurements in this study used a 1-5 Likert scale with an analysis method using SEM-PLS with SmartPLS software ver. 4.1.1.2. The population used in this research were all employees of PT. XYZ numbered 517 people, and the sampling technique used was a proportionate stratified random sampling technique with a total of 200 employees as respondents.

### **RESULTS AND DISCUSSION**

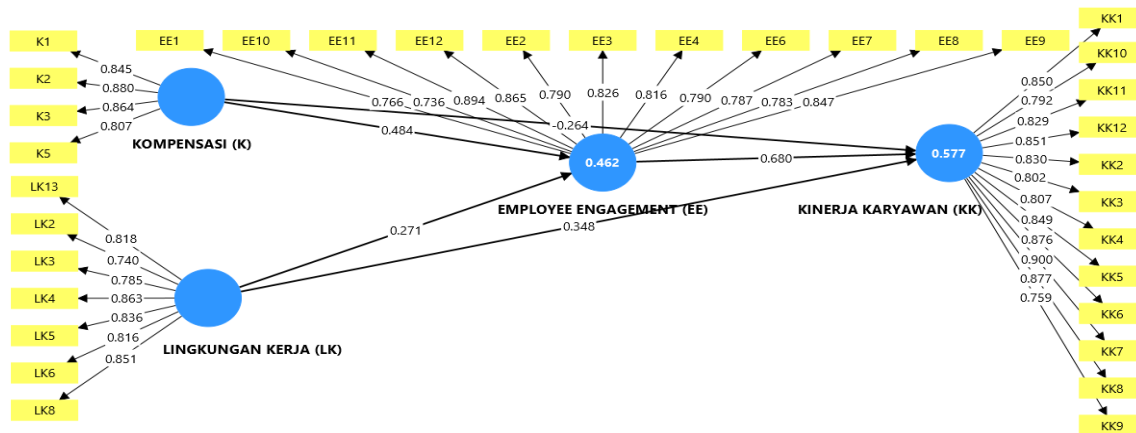
#### **Results of Respondent Characteristics**

This research used 200 respondents, with several characteristics of respondents including gender, marital status, age, education, employee status, length of service, and

position. The results of the characteristics of respondents based on gender are 124 male employees (62%) and 76 female respondents (38%). Based on marital status are 157 (78,50) married employee and 43 (21,50) employees are single. The age profile of the respondents was dominated by respondents with the age category of 26 – 35 years. This is because workers aged 26-35 years are a young adult age group based on a health perspective and are productive ages from an economic perspective (Lukman. 2020). The last educational characteristics show that most of the respondents in this study are graduates of strata one (S1) / diploma IV (D4), namely as many as 158 respondents (79%), this is due to the recruitment of employees of PT. XYZ requires more employee qualifications with S1 education and the status of employees who are respondents in this study are mostly permanent employees (PKWTT), and the respondents' working period is generally 6-10 years. The characteristics of respondents based on position are in accordance with the criteria set by respondents. This study uses a stratified random sampling technique where the number of samples is adjusted to the number of people at each level of position. The largest population is at the staff level so that the most respondents are at the staff position level, which is as many as 107 respondents (53.50%).

**SEM-PLS Analysis**

Data processing using SEM-PLS analysis begins with conducting model testing consisting of two stages, namely outer model testing (measurement model) and inner model (structural model). In the outer model stage, the validity of the indicator can be measured using the loading factor value and the AVE value. The indicator is declared valid if it has a loading factor of  $\geq 0.7$ , and an AVE value of  $\geq 0.5$ . In the initial tests, several indicators did not meet the criteria and were eliminated, namely indicators of health insurance facilities (K4), adequate lighting (LK1), facilities (toilets, rest rooms, and kitchens) (LK7), relationships with colleagues (LK9), relationships with superiors (LK10), opportunities to develop (LK11), training and coaching (LK12), and time passes quickly (EE5). Indicators that do not meet these requirements are eliminated and recalculated. After the elimination of the indicator, the model and final calculation are obtained. The following model and final calculation can be seen in Figure 1.



**Figure 1**  
**Final Model of the Study**

After eliminating the invalid indicators, it is continued to measure the AVE value. The AVE value that must be achieved from all variables is  $\geq 0.5$ . The results of the AVE are presented in Table 1.

**Table 1**  
**AVE Validity Test Output**

Variable	AVE Value	Validity
Compensation	0,722	Saw
Work Environment	0,666	Saw
Employee Engagement	0,656	Saw
Employee Performance	0,699	Saw

Based on the results of the convergent validity test seen from the AVE value, all variables in this study have been above the minimum required value limit. This means that the indicators used have been able to describe each variable well.

Next, a reliability test is carried out to ensure that the indicators in each variable are able to provide consistent and stable measurement results. This can be seen from the value of *composite reliability* and *Cronbach's alpha*, where the construct will be reliable if the value is >0.70 (Hair *et al.*, 2017). The test results are presented in table 2 below.

**Table 2**  
**Construct Reliability Test Results**

Variable	Composite Reliability	Alpha Cronbach	Reliability
Compensation	0,879	0,872	Reliable
Work Environment	0,918	0,916	Reliable
Employee Engagement	0,948	0,947	Reliable
Employee Performance	0,963	0,961	Reliable

After confirming that the measurement model (*outer model*) has met the criteria for validity and reliability, the next stage is to test the structural model (*inner model*) by looking at the value of the determination coefficient (R<sup>2</sup>), which is in the range of 0 to 1. These values are used to show how much the independent variables are able to explain the dependent variables in a model. The results of the determination coefficient value in Table 3 show that the employee performance construct has the highest explanatory ability of 0.577, meaning that the independent variables in the model are able to explain around 57.70% of the variation in the construct. Furthermore, the *employee engagement* construct has an R<sup>2</sup> value of 0.462, which is moderate. These results show that the model has quite good explanatory abilities.

**Table 3**  
**Value of Determination Coefficient (R<sup>2</sup>)**

	R-Square
Employee Engagement	0,462
Employee Performance	0,577

The next stage is to test the significance of each path using the bootstrapping method. This process aims to ascertain whether the relationship between these variables is statistically significant or just a coincidence. Through this analysis, *t-statistical* values and *p-values* were

obtained, which showed whether the relationship between variables in the model was statistically significant or not. According to Hair *et al.* (2017), a relationship is declared significant if the *p-value* < 0.05, which means that the influence between constructs is statistically significant. In addition, the t-statistical value should ideally be greater than 1.96 for a significance level of 5%, which suggests that the relationship is statistically very strong and does not occur by chance. The results of the significance test can be seen in Table 4.

**Table 4**  
**Hypothesis Test**

Line	Original Sample	Statistics T	P-Value	Hypothesis
Compensation -> Employee Engagement	0,484	3,779	0,000	H1:Accepted
Compensation -> Employee Performance	-0,264	2,631	0,009	H2:Accepted
Work Environment -> Employee Engagement	0,271	1,847	0,065	H3: Rejected
Work Environment - > Employee Performance	0,348	2,027	0,043	H4:Accepted
Employee Engagement - > Employee Performance	0,680	5,182	0,000	H5:Accepted

Based on the results of the hypothesis testing in Table 4, it is shown that four of the 5 hypotheses proposed have a significant influence with a *p-value* of < 0.05.

H1: positive effect on employee engagement as shown by the original sample value of 0.484 and the t-statistical value of 3.779 from the T value of the table. Therefore, it can be concluded that H1 is accepted in the hypothesis of this study. A positive coefficient value means that the better the compensation provided by the company, the better employee engagement of employees in the company. Based on the results of the analysis, it is proven that the phenomenon of compensation applied by companies affects employee engagement in accordance with research from (Adithya *et al.* 2020). In addition, the results of the research (Zahari) *et al.* 2020) It also states that the company's compensation is good and can satisfy employees, employees will increase employee engagement with the company. (Hanif and Inayat 2018) also states that compensation can help management to make employees become *Involved*.

H2: Compensation has a negative effect on employee performance, with a path coefficient value of -0.264, a value of *p-value* < 0.05, and the t-statistical value was 2.631. This shows that compensation has a negative influence on employee performance. The value of the negative coefficient indicates that the better the compensation provided by the company is not able to help in improving employee performance in the company. The results of this study are in line with the research (Octavia) *et al.* 2023). This can happen because the higher compensation provided will increase the workload or work target for its employees. The company will demand employees to improve their performance if they want high compensation. If the workload cannot be met, employee performance will also decrease so that the high compensation that is expected to improve performance will not be achieved (Hermansya and Nawatmi 2024)

H3: Work Environment has a positive but insignificant effect on *Employee Engagement*, with a path coefficient value of 0.271, a value of *p-value* < 0.05, and the t-statistical value was

1.847. The value of T is calculated to be less than the value T table so that it can be concluded that H3 in the hypothesis of this study is rejected. The results of this analysis are in line with previous findings that the work environment has no effect oppose Employee Engagement (Karim and Abrian 2024) however, in contrast to (Gunawan *et al.* 2019) which states that the work environment affects employee performance. This is in accordance with the results of a study (Naidoo *et al.*, 2014) that employees who see the work environment positively are more motivated and show a high level of involvement in work. The better the work environment, the better the employee engagement. On the other hand, if the work environment is not good, then employee engagement will also be not good. Based on supporting theories and from previous studies, it can be concluded that the Work Environment affects Employee Engagement (Karim and Abrian 2024).

H4: The work environment has a significant positive effect on employee performance, with a path coefficient value of 0.348; a *p-value* of < 0.05 and a t-statistical value of 2.027. Therefore, it can be concluded that the work environment has been proven to have a significant influence on employee performance. The value of a positive coefficient means that the better the work environment in the company, the more employee performance will improve.

H5: *Employee engagement* has a significant positive effect on employee performance, with a path coefficient value of 0.680, a *p-value* of <0.05, and a t-statistical value of 5.182. Therefore, it can be concluded that the employee engagement variable has a significant positive effect on employee performance. A positive coefficient value means that the better employee engagement in the company, the more employee performance in the company will be improved. Employee engagement has a significant positive effect on employee performance, according to the results of research from Inayati (2018) that there is a significant positive relationship between compensation and employee engagement. Compensation is an important factor that can help management to get employees involved.

## CONCLUSION

Through the SEM PLS analysis that has been carried out, it is known that compensation has an effect on employee engagement, compensation has a negative effect on employee performance, the work environment has no effect on employee engagement, the work environment affects employee performance, and employee engagement affects employee performance. The provision of financial compensation that satisfies employees needs to be considered to prevent job dissatisfaction and build employee attachment to the company. Based on the results of the research, the researcher intends to provide positive suggestions and related to this research, the following suggestions can be given:

1. Companies should improve employee welfare through the provision of a balanced compensation system in accordance with current economic and company conditions.
2. Companies should create employee engagement programs to build employee attachment to the company.

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