An Analysis of the Effect Compensation towards Employee Performance and Work Satisfaction of Employees of PT. Bank Rakyat Indonesia tbk.

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ABSTRACT
This study aims to determine the effect of compensation towards employee performance and work satisfaction at PT. Bank Rakyat Indonesia tbk. Makassar Branch. The analytical method used is path analysis. Samples in this study were all amounting to 90 permanent employees of the company of PT Bank Rakyat Indonesia (Persero) Makassar Branch Office, Then, the size of the samples that can represent the population to be examined was 83 respondents with the t test as a research hypothesis test. Based on the results of the research which have been done, it can be known partially that the independent variables, namely compensation, has a positive effect on employee performance and job satisfaction, the research results also prove that there is a positive influence of compensation on job satisfaction and employee performance of the employees of PT.Bank Rakyat Indonesia Persero Makassar Branch Office.

Keywords: compensation, job satisfaction and employee performance

INTRODUCTION
The more the development of the economic wheel in the business world, the greater the competition that is in it, as well as what happens in the banking world. The banking sector is one of the factors that participate in the development of economic development in Indonesia, because of that the quality and quantity of the banking sector itself must really be considered. The bank is a financial institution that collects and distributes funds from and to the public, at this time the competition that occurs between banks is getting stronger, every bank is competing to get customers. It is this act of competition between banks that requires banks to compete in improving bank performance and service performance.

Herzberg (in Munandar, 2001) included the salary / reward factor into the hygiene group factor. If the salary is considered too low, the workforce will feel dissatisfied. But if it is felt high or adjusted to expectations, then the term Herzberg is that labor is no longer dissatisfied. This means that there is no impact on his work motivation.

Every company needs tools that make it easy to produce something. However, human power still plays an important role (As'Ad, 2008). Such companies are trying to improve and develop the company by conducting a variety of ways that are arranged in a program to improve the performance of employees. Improving the quality of employees (job satisfaction) there must be welfare for employees. Employee welfare can be realized such as facilities, benefits, and salaries accordingly. (Robbins, 2008).

This form of well-being that will affect the feelings of an individual towards a job that will affect job satisfaction, this is also supported by Locke (in Usman, 2010) notes that work feelings tend to reflect the assessment of the workforce about experience - work experience in
the present and past rather than hopes for the future. Individuals will feel satisfied or dissatisfied with their work, of which is something that is personal, that depends on the way he perceives the suitability or conflict between his desires and the results (obtained).

PT. Bank Rakyat Indonesia (BRI) is one of the largest commercial banks in Indonesia with a vision to become a leading commercial bank that always prioritizes customer satisfaction. For this reason, PT. Bank Rakyat Indonesia demands its employees to improve the performance of each individual employee in order to improve the bank’s performance and the performance of their servants. Because improving bank performance, very much depends on the performance of its employees, because employees are the Human Resources (HR) that determine the success of the banking itself. In other words, the good behavior of each individual will affect the good performance of a banking organization.

By right of research conducted previously by Ayunda Fatmasari (2014) in accordance with the proposal of the Minister of State Enterprises in 2013 that all SOEs in Indonesia should be a system of remuneration, namely the payroll system based on performance (performance based) in order to make SOEs are more quality, healthy and forward. PT. Bank Tabungan Negara (Persero) Tbk Makassar Branch office itself is in the stage of adjusting the remuneration system. This performance-based salary system allows employees at a level that is equal to receive salaries that are different. Remuneration is considered the employee has not been fair and was not satisfied in practice and not as expected.

The evaluation of the performance of BRI Bank Makassar employees uses two ways, namely the assessment of employee work behavior and the assessment of work targets. The decrease in work quality is indicated by the lazy nature of employees in completing work. This is supported by interviews conducted by researchers with employees and the General Admin of the BRI Branch General Section Tuesday, 11 February 2020 At 09:30 WITA, it is known that there are employees who postpone work which makes the work carried out to produce results that are not good and maximum. Some employees admit that they sometimes postpone their work which results in their work being unable to finish properly.

Based on the work quantity of employees, employees are required to be able to complete the work according to the company's target of 100%. The results of assessing the quantity of employees in completing tasks have not been able to achieve the targets set by the company, the average completion of employee duties only reaches 85%. At the end of working hours, there were still some employees who left their work unfinished.

Based on interviews conducted by researchers with the General Admin of the BRI Branch Makassar General Section and employees, it is known that the factors that influence the lack of employee job satisfaction are caused by, among others, compensation that is too low, workloads are too high, low levels of employee confidence, motivation that is unable to lift employee morale, monotonous work environment, and organizational culture. From these factors, compensation is a major factor in influencing employee job satisfaction.

Compensation is a reward given to employees on the basis of their work (Dressler, 2009). According to Simamora (2004), indicators that influence compensation include salary, incentives, benefits, and facilities. Salary is a direct financial acceptance given by a company to employees. The following is a list of employee salaries by category.

Based on the interviews were conducted by researchers with the employees, the employees feel a lack of incentive for overtime given by the company. Employees want the company to be able to pay overtime according to their overtime hours. Whereas at this time overtime money is given at the same amount regardless of overtime.
Benefits are a form of financial giving from the company to employees based on certain conditions in order to improve and maintain employee performance. The following data is the allowance for employees.

LITERATURE REVIEW

Definition of Management

Etymologically, the word management comes from the old French language of management, which means the art of implementing and regulating. But there is also another possibility if the term management comes from Italian, namely from the word teggiare which means "to control", and is usually used in the context of controlling a horse at that time. Then it is likely from Italian that French then adopted it as ménegement.

Definition of Human Resource Management

Human Resource Management (HRM) is one area of general management which includes aspects of planning, organizing, implementing and controlling. This process exists in the functions / fields of production, marketing, finance, and staffing. Because human resources (HR) are considered increasingly important in achieving company goals, various experiences and research results in the field of human resources are systematically collected in what is called human resource management. The term "management" has the meaning as a collection of knowledge about how to manage (manage) human resources.

Compensation

Compensation is a complex and difficult thing, because it involves the basis of feasibility, logic, rational, and can be accounted for and involves emotional factors from the aspect of labor. Compensation is given with the aim of providing stimulation and motivation to the workforce to improve work performance, as well as the efficiency and effectiveness of production. Compensation is anything that is received by employees in return for their work. (Rachmawati, 2008).

Job satisfaction

According to Robbins (2008) job satisfaction (job satisfaction) can be defined as a positive feeling about a person's job which is the result of an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about the job, while someone who is dissatisfied has negative feelings about the job.

Employee performance

Hasibuan (2006: 94) states that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time.

RESEARCH METHOD

Research System Design

The method that is used in the research is to use the methods of quantitative, quantitative method called traditional method, because the method is already quite a long time so it's been a tradition used as a method for research. This method is also called the discovery method, because with this method can be found and developed a variety of new science and technology. The method is called a quantitative method for the research data in the form of numbers - the numbers and analysis using statistical.
Research Time and Location
1. **Research time**
   Research time is carried out in January - February 2020.
2. **Research sites**
   The location of the study was conducted at PT. Bank Rakyat Indonesia, Tbk Makassar Regional Office, JL. Ahmad Yani No. 8 Makassar, 90174.

Population and Sample
According to Sekaran (2006: 121) the population refers to a group of people, events, or matters of interest that investigators want to investigate. According to Arikunto (2002: 134), if the number of research subjects is less than 100 it is better to take all of them so that the research is a population study. The number of permanent employees at PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office is 90 employees.
   Sampel were taken from the population to be true - really representatif (represent). In this study, researchers used all permanent employees as the object of research as many as 90 employees, thus making this study a population study.

Data Types and Sources
1. **Data Type**
   In this study, researchers used quantitative data types in the form of numbers and used to determine the direct and indirect effects of compensation on employee performance, compensation on job satisfaction and job satisfaction on employee performance.
2. **Data source**
   Primary Data is data sourced from research objects both oral and written, for example in reports that are related to the problem discussed.
   Secondary data is data sourced from outside the object of research or from agencies that are related to the research problem.

Data Collection Method
Data collection techniques used in this study were questionnaires in the form of a number of written questions for information from respondents. The questionnaire used in this study is a questionnaire in person, researchers can deal directly with respondents and provide explanations as needed and the questionnaire can be directly known results. In this study the technique used is a Likert Scale which is used to measure employee job satisfaction and compensation.

Research Instruments
The instrument used in this study was intended to produce accurate data using a Likert scale. Sugiyono (2014, p. 134) states that "Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about a social phenomenon". In this study, researchers used a questionnaire or questionnaire type of instrument with the following scores:
1. SS: Absolutely agree with a score of 5
2. S: Agree, score 4
3. RG: Hesitate to score 3
4. TS: Disagree Score 2
5. ST: Strongly disagree with a score of 1

Data analysis method
1. **Quantitative Data Analysis**

Quantitative Data Analysis is a method of analysis with numbers that can be calculated or measured. This quantitative analysis is intended to estimate the magnitude of the quantitative effect of changes in one or several other events using statistical analysis tools.

**a. Validity Test**

Validity Test is used to measure the validity of a single questionnaire (Ghozali, 2001). One questionnaire is declared valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire. The level of validity can be measured by comparing the r value in the Correlations table on the total Pearson Correlation value for each indicator variable with the rtab value with the provisions for degree of freedom (df) = nk, where n is the number of samples used and k is the number of independent variables (Ghozali, 2001).

**b. Reliability Test**

Test Reliability (To h mainstay) is a measure of the stability and consistency of a respondent in answering matters related to constructs question is a variable dimension and are arranged in the form of a questionnaire. Furthermore, the results of reliable research, if there are similarities of data in different times.

2. **Hypothesis testing**

**Path Analysis Method (Path Analysis)**

Ghozali (2013: 249), states that: "Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate causal relationships between variables (causal models) that have been predetermined based on theory".

Path analysis alone, does not determine cause-effect relationships and also cannot be used as a substitute for researchers to see the causality relationship between variables. Causality relationships between variables have been formed with a model based on theoretical foundation. What the path analysis does is determine the pattern of relationships between three or more variables and cannot be used to confirm or reject the imaginary causality hypothesis.

\[ Z = P_{Z/XI} X_1 + P_{Z/Y} Y + e \]

Information:

- \( X_1 \) = Compensation
- \( Y \) = Employee Performance
- \( Z \) = Work satisfaction
- \( r_{XI} \) = Compensation Correlation Coefficient
- \( r_{XY} \) = Correlation Coefficient of Compensation with 
  K inerja Employees
- \( P_{XY} \) = Coefficient of Line K compensating for 
  To discontent Work
- \( P_{Z/XI} \) = Coefficient of Line K compensating for 
  K inerja Employees
- \( P_{Z/Y} \) = coefficient K Satisfaction Line Gov against K inerja 
  Employee

**a. Test The coefficient of determination (R²)**
The coefficient of determination aims to test the level of closeness or the relationship between the dependent variable and independent variables that can be seen from the magnitude of the coefficient of determination \( R^2 \).

**b. Significant Test of Individual Parameters (Statistical Test t)**

The statistical test t is performed to show how far the influence of one independent variable individually in explaining the variation of the dependent variable. The basis for decision making is:

1) If t-count < t-table, then the independent variables individually have no effect on the dependent variable (hypothesis accepted).

2) If t-count > t-table, then the independent variables individually affect the dependent variable (hypothesis rejected).

T test can also be done by looking at the t value of each variable in the output of the regression results using SPSS with a significance level \( \alpha = 5\% \). If the significance value is greater than \( \alpha \) then the hypothesis is accepted (regression coefficient is not significant), which means that individually the independent variable has no significant effect on the dependent variable.

**RESULT**

**A. Test Research Instrument**

1. **Validity Test and Reliability Test**

   a. **Test the Validity of Variable Compensation (X)**

   In the validity test is a measure that shows the extent to which the measurement instrument is able to measure what you want measured. The indicator is said to be valid if the Pearson correlation is more than 0.2787. Following the test the validity of the variable compensation (X) The results can be seen in the table below is:

   **Table 5.8 Test Results of Compensation Variable Validity (X)**

   | Number | Information | Person Correlation (r count) | r table | Validity Results |
   |--------|-------------|------------------------------|---------|------------------|
   | 1      | X.1         | .957                         | 0.2787  | Valid            |
   | 2      | X.2         | 0.941                        | 0.2787  | Valid            |
   | 3      | X.3         | 0.747                        | 0.2787  | Valid            |
   | 4      | X.4         | 0.762                        | 0.2787  | Valid            |

   **Source:** SPSS Data Process Results, 2020

   Based on the results of the validity test of compensation variable (X) table 11 above, the results of data processing of compensation variable (X) using SPSS version 21, shows that all Person Correlation values are greater than \( r_{table} \), which means all of the questions are valid.

   b. **Test the Validity of Employee Performance Variables (Y)**

   In the validity test is a measure that shows the extent to which the measurement instrument is able to measure what you want measured. The indicator is said to be valid if the Pearson correlation is more than 0.2787. Following the test the validity of the variable employee performance (Y) The results can be seen in the table below is:
Table 5.9 Results of Validity Test of Employee Performance Variables (Y)

| Number | Information | Person Correlation (r<sub>count</sub>) | r<sub>table</sub> | Validity Results |
|--------|-------------|--------------------------------------|----------------|-----------------|
| 1      | Y.1         | 0.871                                | 0.2787         | Valid           |
| 2      | Y.2         | 0.840                                | 0.2787         | Valid           |
| 3      | Y.3         | 0.293                                | 0.2787         | Valid           |
| 4      | Y.4         | 0.668                                | 0.2787         | Valid           |
| 5      | Y.5         | 0.678                                | 0.2787         | Valid           |
| 6      | Y.6         | 0.505                                | 0.2787         | Valid           |

Source: SPSS Data Process Results, 2020

Based on the results of the validity test of employee performance variables (Y) table 5.9 above, the results of data processing of employee performance variables (Y) using SPSS version 21, shows that all Person Correlation values are greater than r<sub>table</sub>, which means all of the questions are valid.

c. Test the Validity of Job Satisfaction Variables (Z)

In the validity test is a measure that shows the extent to which the measurement instrument is able to measure what you want measured. The indicator is said to be valid if the Pearson correlation is more than 0.2787. Following the test the validity of the variables job satisfaction (Z) The results can be seen in the table below:

Table 5.10 Test Results of Variance Job Validity Test (Z)

| Number | Information | Person Correlation (r<sub>count</sub>) | r<sub>table</sub> | Validity Results |
|--------|-------------|--------------------------------------|----------------|-----------------|
| 1      | Z.1         | 0.465                                | 0.2787         | Valid           |
| 2      | Z.2         | 0.368                                | 0.2787         | Valid           |
| 3      | Z.3         | 0.485                                | 0.2787         | Valid           |
| 4      | Z.4         | 0.619                                | 0.2787         | Valid           |

Source: SPSS Data Process Results, 2020

Based on the results of the test of the validity of the job satisfaction variable (Z) table 5.10 above, the results of the data processing of the job satisfaction variable (Z) using SPSS version 21, shows that all Person Correlation values are greater than r<sub>table</sub>, which means all of the questions are valid.

d. Variable Reliability Test

Where the questionnaire is said to be reliable if the Cronbach Alpha value is greater than 0.60 while if the Cronbach Alpha value <0.60 then the indicators used by these variables are not reliable. The reliability test results are as follows:

Table 5.11 Variable Reliability Test Results

| Number | Variable         | Cronbach Alpha | Alpha value | Reliability Results |
|--------|------------------|----------------|-------------|---------------------|
| 1      | Compensation     | 0.465          | 0.60        | Reliable            |
| 2      | Employee performance | 0.368      | 0.60        | Reliable            |
| 3      | Job satisfaction | 0.485          | 0.60        | Reliable            |

Source: SPSS Data Process Results, 2020

The results of the reliability test indicates that all variables Cronbach's Alpha sizable N of items 1 4 of 1 4 items, so we can say all the concepts of measuring
2. **Correlation Analysis Test**

Correlation analysis aims to measure the strength of a linear association (relationship) between two variables and state the degree of closeness of the relationship between the related variables. In processing data on SPSS 21:0 the bivariate correlation analysis module is used to find the degree of closeness of the relationship and direction of the relationship, the higher the correlation value the higher the relationship of the two partial correlation variables is used to determine the strength of the relationship of each independent variable at PT. Bank Rakyat Indonesia, Tbk Makassar Branch. Through partial correlation will be sought the effect of each independent variable on employee performance when the other independent variables are considered constant. And processing results SPPS 21:0 correlation coefficient data in table 5.12

**Table 5.12 Partial correlation coefficients**

| Compensation | The performance Employee | To satisfaction Work |
|--------------|--------------------------|----------------------|
| Compensation | Pearson CorrelationSig. (2-tailed) | 1 | .794 ** | .658 ** |
| | N | 83 | 83 | 83 |
| Employee performance | Pearson Correlation Sig. (2-tailed) | .794 ** | 1 | .651 ** |
| | N | 83 | 83 |
| Job satisfaction | Pearson Correlation Sig. (2-tailed) | .658 ** | .651 ** | 1 |
| | N | 83 | 83 |

**. Correlation is significant at the 0.01 level (2-tailed).**

**a. Correlation coefficient Compensation, Employee Performance and Partial Job Satisfaction**

Based on partial analysis (individually) known, each variable has a relationship with one another. The relationship is not only between the independent variables with the dependent variable, but the correlation value between the independent variables themselves. Table 5.12 shows that:

1) The correlation value between compensation and employee performance shows a correlation coefficient of 0.794 with a positive direction. This value shows compensation with employee performance, is in
a degree of strength of a strong relationship because it is in the Classification range of 0.61 - 0.80.

2) The correlation value of compensation with job satisfaction shows a correlation coefficient of 0.658. This value indicates compensation with job satisfaction, is in a degree of strength of a strong relationship because it is in the Classification range of 0.61 - 0.80.

3) The correlation value between job satisfaction and employee performance shows the correlation coefficient value of 0.651. This value indicates compensation with job satisfaction, is in a degree of strength of a strong relationship because it is in the Classification range of 0.61 - 0.80.

b. Correlation of Compensation , Job Satisfaction and Employee Performance Simultaneously

The correlation coefficient value in Table 5.12 is the value obtained from the SPSS output, the authors take the correlation coefficient value to see the correlation variables of compensation, job satisfaction and employee performance simultaneously.

Table 5.13 Simultaneous Correlation Analysis

| Summary Model b | Model | R  | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-----------------|-------|-----|----------|-------------------|---------------------------|---------------|
|                 | 1     | .691 a | .478     | .466              | 6.410                     | 1,846         |

a. Predictors: (Constant), Compensation, Job satisfaction
b. Dependent Variable: Employee Performance

Based on the results of the correlation coefficient simultaneously, the correlation value of compensation, job satisfaction and employee performance is 0.691. This value is in the range of 0.61 - 0.80, which is the degree of strength of the relationship in the strong classification. These conditions indicate that the degree of strength of the relationship of the variable compensation and job satisfaction with employee performance variables at PT. Bank Rakyat Indonesia, Tbk Makassar Branch shows a strong relationship.

c. Analysis of the Coefficient of Determination

Regression analysis is used in forecasting the dependent variable based on the independent variables. The coefficient of determination analysis is used to see how much the independent variable (X) influences the dependent variable (Y) expressed as a percentage. Percentage role of all the independent variables shown on free variable value indicated by the coefficient of determination ($R^2$). As in table 5.13 and in table 5.14 K the coefficient of determination
Table 5.14 Partial Coefficient of Determination
Work Compensation and Satisfaction
against Kinerja Employees

| Coefficients | Model | Unstandardized Coefficients | Standardized Coefficients | Collinearity Statistics |
|--------------|-------|----------------------------|---------------------------|------------------------|
|              |       | B                      | Std. Error   | Beta      | t          | Sig. | Tolerance | VIF |
| 1 (Constant) |      | 18,105                | 3,846        | 4.707     | 0.000  |
| Compensation |      | 526                   | .171         | .381      | 3.076  | .003 | .370      | 2.704 |
| Job satisfaction | | .401                   | .142         | 3.48     | 2.812  | .006 | .370      | 2.704 |

a. Dependent Variable: Employee Performance

d. Partial Determination Coefficient, Job Satisfaction and Employee Performance

The effect of the partial determination coefficient is known by reading the SPSS output and multiplying the Standardized Coefficients Beta values (in the coefficient table) with the partial correlation values as follows:

1. Estimation results shown in the value of the effect of compensation on improving employee performance (\(X \rightarrow Y\)) amounted to 0.381 (Table 5.14). This value shows that the effect of compensation has an effect on partially improving employee performance by 38.1%.

2. Estimation results are shown on the value of the effect of compensation on job satisfaction (\(X \rightarrow Z\)) of 0.794. This value indicates the effect of job satisfaction giving effect on partially improving employee performance by 79.4%.

3. Estimation results shown in the value of the effect of job satisfaction on improving employee performance (\(Z \rightarrow Y\)) amounted to 0.348 (Table 5.14). This value shows that the effect of job satisfaction has an effect on partially improving employee performance by 34.8%.

b. Coefficient Determination Compensation, Job satisfaction on Employee Performance simultaneously

Estimation results are shown on the Rsquare value (Table 5.15) with an R squared value of 0.478. This value shows the influence of organizational learning and the increase in intellectual capital influence on increasing competitive advantage simultaneously (overall) amounted to 47.8 percent.
Table 5.15 Compensation and Job Satisfaction on Employee Performance

| Summary Model b | Model | R | R Square | Adjusted R. Square | Std. Error of the Estimate | Durbin-Watson |
|-----------------|-------|----|----------|-------------------|---------------------------|---------------|
|                 | 1     | 0.691  | 0.478    | 0.466             | 6,410                    | 1,846         |

a. Predictors: (Constant), Job Satisfaction, Compensation
b. Dependent Variable: Employee Performance

1. Path Analysis, Direct and Indirect Effects

Based on testing the correlation coefficient and the coefficient of determination above can be briefly seen in table 5.16 below:

Table 5.16

The results of the analysis of the correlation coefficient, Sig, t hit, F hit, R, R^2, R Adjustment

| Variable | Correlation | R   | Beta coefficient | R^2 | Thit | t table | P Value / Sig | Fhit | F table | R^2 Adjust | Conclusion |
|----------|-------------|-----|-----------------|-----|------|---------|---------------|------|---------|-------------|------------|
| X        | Z           | 0.794 | -0.794 | -    | 7.137 | 1.9853  | <0.000        | -    | -       | -           | Sig        |
| X        | Y           | 0.658 | -0.381 | -    | 4.7075 | 1.9853 | 0.003        | -    | -       | -           | Sig        |
| Z        | Y           | 0.651 | -0.348 | -    | 3.076  | 1.9853 | 0.006        | -    | -       | -           | Sig        |
| X        | Y           | 0.691 | 0.478  |      | 42,061 | 3,092   | 0.466        |      |         |             |            |

Source: Data processed, 2020

The results of the data processing above show that the analysis of correlation values partially and simultaneously is very strong and shows the influence of determination partially and simultaneously strongly. For the calculation of the direct effect is the path coefficient squared then multiplied by 100%.

a. The effect of compensation on job satisfaction at PT. Bank Rakyat Indonesia, Tbk Makassar Branch consists of direct and indirect effects.

1) The search for direct effects of compensation for employee performance is as follows:

\[ DE_{X1Y} = (\rho_{11}Y)^2 \times 100\% \]

DE_{X1Y} = (0.381)^2 \times 100\%

So it is known that the direct effect is 14.52%.

2) Search the indirect effect (indirect effect) compensation to employee performance to compete is as follows:

\[ IE_{X1 \rightarrow Y} (via X_2) = (\rho_{11}X_1 \times r_{12}X_2 \times \rho_{12}X_2) \times 100\% \]

IE_{X1 \rightarrow Y} (via X_2) = (0.381 \times 0.794 \times 0.348) \times 100\%

So it is known that the indirect effect is 10.53% . Then it is known that the effect of total compensation on employee performance is 14.52% + 10.53% = 25.05%. So it is known that the effect of total compensation on employee performance is 25.05%.

b. The direct effect of job satisfaction on employee performance at PT. Bank Rakyat Indonesia, Tbk Makassar Branch are:

1) The search for direct effects (direct effect) job satisfaction on employee performance is as follows:

\[ DE_{X2Y} = (\rho_{12}Y)^2 \times 100\% \]

DE_{X2Y} = (0.348)^2 \times 100\%

So it is known that the direct effect is 12.11%.
2) The search for indirect effects (indirect effect) job satisfaction on employee performance is as follows:

\[ \text{IE}_{X_2 \rightarrow Y \ (\text{via} \ X_1)} = (\rho_{11} X_2 \times X_1 \times X_2 \times \rho_{12} X_1) \times 100\% \]

c. Together Compensation and Job Satisfaction can influence Employee Performance by 47.68% and the remaining 52.32% is influenced by other factors not examined.
d. In the analysis of Compensation, Job Satisfaction and Employee Performance can be written in the systematic coefficient model as follows:

\[
Y_1 = 0.381X + 0.348Z + 0.691 + \varepsilon
\]
\[
Y_2 = 0.348 + 0.381X + 0.691Y + \varepsilon
\]

Where:

- Y: Employee Performance
- X: Compensation
- Z: Job Satisfaction

This model implies that the direct effect of compensation on employee performance is 14.52%, the direct effect of job satisfaction on employee performance is 12.11%. While the indirect effect of compensation on employee performance through job satisfaction or job satisfaction on employee performance through compensation is \((0.381) \times (0.794) \times (0.348) \times 100\% = 10.53\%\). Then the path model in the compensation analysis, job satisfaction with employee performance is equal to 47.68%.

### Table 5.17 Partial Determination Coefficients

| Work Compensation and Satisfaction on Employee Performance |
|-------------------------------------------------------------|
| **Model** | **Unstandardized Coefficients** | **Standardized Coefficients** | **t** | **Sig.** |
|-----------|---------------------------------|------------------------------|-------|---------|
| 1         | (Constant)                      |                              |       |         |
|           | B: 18,105                      | Std. Error: 3,846            | 4,707 | .000    |
| Compensation | 526                           | .171                         | 3,076 | .003    |
| Job satisfaction | .401                          | .142                         | 2,812 | .006    |

### a. Dependent Variable: Employee Performance

The coefficient contained in the above equation can be explained as follows:

1. Compensation has a positive sign coefficient of 0.526, meaning that any increase in compensation by 1 time is predicted to improve employee performance by 0.526 times, assuming intellectual capital does not change.
2. Job Satisfaction has a positive marked coefficient of 0.401, meaning that an increase in job satisfaction of 1 time is predicted to increase employee performance by 0.401 times assuming organizational learning does not change.
2. Hypothesis Testing Analysis.

After recalculating the contribution / effect of the independent variables on the dependent variable, a significance test is then performed to obtain more exact conclusions from the results of the study. Hypothesis testing starts from the first sub-structure test, and continues with the second sub-structure test (full model).

Table 5.18

| Variable | Correlation | R  | Beta coefficient | R² | Thit Df = 93 | t table | P Value / Sig | Fhit | F table | R² Adjust | Conclusion |
|----------|-------------|----|------------------|----|--------------|---------|--------------|------|---------|-----------|------------|
| X Z      | 0.794       | -  | 0.794            | -  | 7.137       | 1.9853  | <0.000      | -    | -       | -         | Sig        |
| X Y      | 0.658       | -  | 0.381            | -  | 4.707       | 1.9853  | 0.003       | -    | -       | -         | Sig        |
| Z Y      | 0.651       | -  | 0.348            | -  | 3.076       | 1.9853  | 0.006       | -    | -       | -         | Sig        |
| X Y      | 0.691       |    | .478             |    | 42,061      | 3,092   | 0.466       |      |          |           |            |

DISCUSSION

A. Compensation affects employee performance at PT. Bank Rakyat Indonesia, Tbk Makassar Regional Office, JL. Ahmad Yani No. 8 Makassar, 90174

SPSS test results that can be seen in Table 5:18 berdasarkan testing table above can be seen the value of t arithmetic amounted to 4.707 with significant values (p-value) is equal to 0.003. Because t arithmetic (4.707) is greater than t table (1.985 3) then at a level of error of 5% there is a strong reason to reject (Ho) and accept the research hypothesis (Ha), so with a 95% confidence level it can be concluded that compensation has a significant effect on employee performance at PT. Bank Rakyat Indonesia, Tbk Makassar Branch.

B. Compensation has an indirect effect on Employee Performance and Job Satisfaction at PT. Bank Rakyat Indonesia, Tbk Makassar Regional Office, JL. Ahmad Yani No. 8 Makassar, 90174

Based on the examination table above can be seen the value of t arithmetic amounted to 7137 with significant values (p-value) greater than 0.05. Because t arithmetic (7.137) is greater than t table (1.6694) then at a level of error of 5% there is a strong reason to reject (Ho) and accept the research hypothesis (Ha), so with a 95% confidence level it can be concluded that compensation has an effect indirectly on employee performance and job satisfaction at PT. Bank Rakyat Indonesia, Tbk Makassar Branch.

C. Compensation affects Work Satisfaction at PT. Bank Rakyat Indonesia, Tbk Makassar Regional Office, JL. Ahmad Yani No. 8 Makassar, 90174

test results that can be seen in Table 5:18. Based on the examination table above can be seen the value of t arithmetic amounted to 7.137 with significant values (p-value) is equal to from 0.00 0. Because t arithmetic (7.137 ) is greater than t table (1.985 3 ) then at a level of error of 5% there is a strong reason to reject (Ho) and accept the research hypothesis (Ha), so with a 95% confidence level it can be concluded that compensation has a significant effect on job satisfaction of PT. Bank Rakyat Indonesia, Tbk Makassar Branch.

D. Job Satisfaction affects Employee Performance at PT. Bank Rakyat Indonesia, Tbk Makassar Regional Office, JL. Ahmad Yani No. 8 Makassar, 90174

The above statistical hypothesis will be tested using the t test and a summary of the test results can be seen in table 5.18. Based on the examination table above can be seen
the value of $t_{\text{arithmetic}}$ amounted to 3.076 with significant values ($p$-value) is equal to from 0.006. Because $t_{\text{arithmetic}} (3.076)$ is greater than $t_{\text{table}} (1.985) \text{ at } 5\%$ then at a level of error of 5\% there is a strong reason to reject (Ho) and accept the research hypothesis (Ha), so with a 95\% confidence level it can be concluded that job satisfaction has an effect significant effect on employee performance at PT. Bank Rakyat Indonesia, Tbk Makassar Branch.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research and discussion, several conclusions can be drawn as follows:

1. Compensation affects the performance of employees of PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office. This is evidenced by the beta coefficient equal to ($\beta$) 0, 381 ($p = 0.003$). The contribution of compensation to employee performance is ($\Delta R^2$) 0, 658 or 65.8%.

2. Compensation has an indirect effect on employee performance and job satisfaction of PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office. This is evidenced by the beta coefficient of ($\beta$) 0, 794 ($p = 0.000$). The contribution of the influence of workload on employee performance is ($\Delta R^2$) 0, 478 or 47.8%.

3. Compensation influences job satisfaction at PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office. This is evidenced by the beta coefficient ($\beta$) on the compensation variable of 0, 794 ($p = 0.000$) and the beta coefficient ($\beta$). The contribution of the effect of compensation to job satisfaction is ($\Delta R^2$) 0, 794 or 79.4%.

4. Job satisfaction affects the performance of employees at PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office. This is evidenced by the beta coefficient in the variable compensation in the amount of 0, 348 ($p = 0.006$) and the beta coefficient ($\beta$). The contribution of the effect of compensation to job satisfaction is ($\Delta R^2$) 0, 651 or 65.1%.

Based on the results of research, discussion, and conclusions obtained, the following suggestions can be given:

1. For PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office.
   Based on the results of the study note that the compensation variable gets a contribution value of 65.8%, therefore the leadership of PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office should be able to manage the compensation that has been given so far more in line with what is expected by existing employees, by providing appropriate incentives to employees, so employees feel more concerned about their welfare by the company. These steps are expected to improve the performance of PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office.

2. Based on the results of the study note that the work satisfaction variable gained by the contribution value of 65.1%, therefore, the leadership of PT. Bank Rakyat Indonesia, Tbk Makassar Branch Office is advised to be right in providing opportunities for career development and promotion to its employees, so that employees do not feel bored and unenthusiastic about similar work every day. Such steps are expected to increase job satisfaction for employees, so as to improve employee performance.

3. Future studies can develop this research by exploring the effect of compensating variables with several indicators on employee performance, and involving other variables such as: organizational commitment, self-actualization needs, organizational culture, and organizational climate. Develop a research model involving conditional variables as moderation variables. The results of this study are
expected to provide benefits to *stakeholder* PT. Bank Rakyat Indonesia, Tbk Makassar Branch Offices such as employees, leaders, and others.

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