

## LITERATURE REVIEW: THE EFFECT OF COMPENSATION ON EMPLOYEE PERFORMANCE

Amanda Puspaningrum Sulistyorini <sup>1\*</sup>, Yerizal <sup>1</sup>

<sup>1</sup> Faculty of Economics and Business, Universitas Terbuka

---

### Article Info

#### Article history:

Received February 2, 2026

Revised February 8, 2026

Accepted February 8, 2026

---

#### Keywords:

*employee performance,  
compensation, effect of  
compensation*

---

### ABSTRACT

Globalization and technological progress have encouraged organizations to manage human resources more effectively in order to maintain competitiveness. Compensation is one of the essential components of human resource management and is often considered a factor that can improve employee performance. This study aims to examine the effect of compensation on employee performance and to identify other variables that influence performance. A systematic literature review method was employed by analyzing 15 previous studies published between 2015 and 2025 that discuss the relationship between compensation and employee performance. The results are presented through tables and supported by descriptive and comparative analysis. The findings indicate that compensation generally has a positive influence on employee performance, although the level of impact varies. Several studies report a strong effect, with compensation contributing more than 70% to performance, while others show a moderate effect ranging from 40% to 70%, and some indicate a low influence below 40%. In certain cases, compensation shows no significant or even negative effect on performance. In addition to compensation, factors such as motivation, leadership style, work discipline, work environment, organizational culture and job satisfaction are also found to significantly affect employee performance

*This is an open access article under the [CC BY-SA](#) license.*



---

### Corresponding Author:

**Amanda Puspaningrum Sulistyorini** | Faculty of Economics and Business, Universitas Terbuka

Email: [amandasulistyorini@gmail.com](mailto:amandasulistyorini@gmail.com)

---

## 1. INTRODUCTION

Globalization and rapid technological advancement have intensified business competition, requiring organizations to manage human resources effectively. Employees, as the most valuable assets of an organization, need to receive fair and competitive compensation to enhance motivation and performance. According to Hasibuan (2016), employees are individuals who work to obtain compensation and welfare, while UU No. 13 of 2003 defines labor as contributors to the production of goods and services for society. Employee performance reflects work outcomes achieved within a specific period based on predetermined criteria. Onika (2022) states that performance evaluation does not only emphasize work quality and quantity but also compliance with organizational regulations.

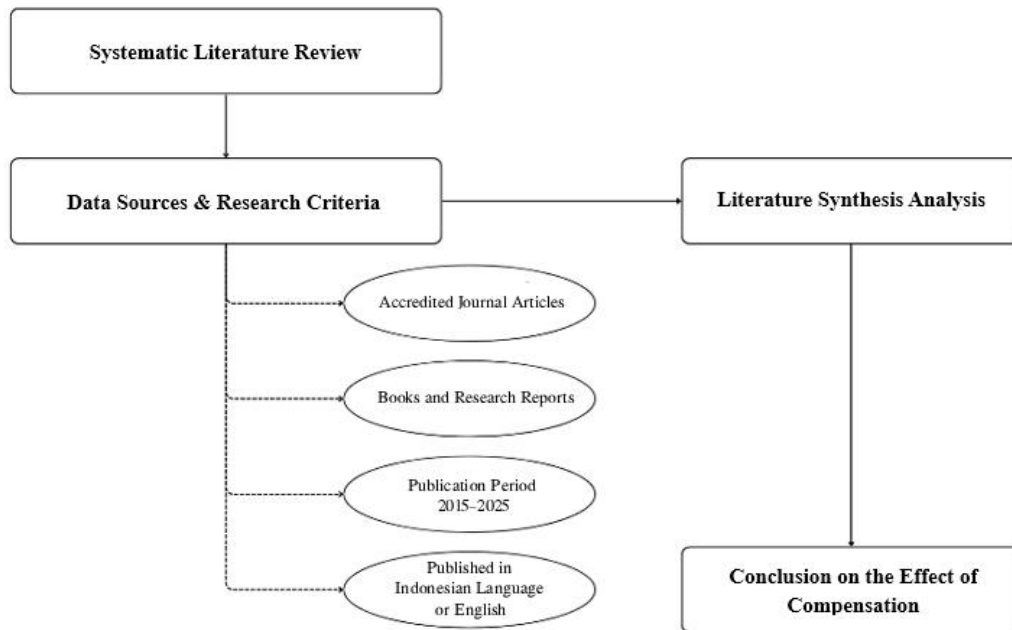
Chusminah and Haryati (2019) further explain that employee performance represents individual efforts in achieving organizational goals and therefore must be assessed objectively to support effective human resource management. In summary, employees are individuals who carry out duties and responsibilities within an organization to receive compensation and welfare. They contribute to the creation of goods or services and receive wages or salaries as recognition for their performance. Consequently, adequate compensation becomes an essential factor in improving employee work outcomes.

One of the key elements influencing employee performance is compensation. Sharma and Sharma (2024) describe compensation as a form of reward for employees' effort, time, and investment in education and training. Weaver (2020) also emphasizes that compensation has a substantial impact on employee performance. Financial rewards play an important role in ensuring that employees feel valued and motivated to perform better. Overall, compensation holds a crucial role in enhancing employee performance by providing appropriate rewards for contributions, which in turn increases motivation and productivity. Anisadaily (2022) notes that compensation aims to appreciate employee performance and reduce staff turnover. Schuler and Jackson, as cited in Muljani (2002), argue that fair pay systems support employee retention and motivation. Conversely, dissatisfaction with low compensation can reduce job satisfaction, disrupt workplace relationships, and decrease overall productivity. Puskarsa (2024) highlights that uncompetitive compensation policies may result in low employee loyalty. Therefore, effective compensation strategies are essential to ensure organizational performance and sustainability.

Previous studies have indicated a relationship between compensation and employee performance. Nugraha (2021) found that compensation and work motivation positively influence employee performance. Similarly, Paraswati (2023) revealed that appropriate compensation, particularly within employment agreements, enhances employee motivation and capability. Furthermore, Maruf (2023) emphasized that salary levels offered by companies have a significant effect on employee performance, especially in the retail sector. These findings demonstrate that compensation plays an important role in achieving organizational objectives.

Based on this background, this study entitled “**Literature Review: The Effect of Compensation on Employee Performance**” aims to identify the magnitude of compensation's impact on employee performance. This study addresses two main questions: (1) How does compensation influence employee performance? (2) What other variables affect employee performance besides compensation? This study is expected to provide deeper insights into the role of compensation in shaping employee performance. However, this study is limited to literature analysis and does not involve empirical data from specific organizational case studies.

## 2. METHOD



**Figure 2.1 Research Cycle**

This study employs a systematic literature review approach to analyze research related to compensation and employee performance. According to Siswanto (2010), this approach integrates findings from previous studies to provide more comprehensive and objective evidence. In addition, Cooper (2017) states that literature reviews in new studies generally focus on relevant theories and empirical research. Through this method, researchers are able to identify, evaluate, and analyze related studies using secondary data sources.

The data sources include journal articles, undergraduate theses, books, and research reports published between 2015 and 2025. The selection criteria consist of topic relevance, source credibility, and publication language, limited to Indonesian and English. Data were collected through Google Scholar and Open Repository using relevant keywords such as “effect of compensation” and “employee performance.” The analysis was conducted using descriptive and comparative methods by comparing and synthesizing research findings to obtain comprehensive insights. The results of the analysis are presented in tabular form and supported by descriptive narratives to facilitate further discussion.

## 3. RESULTS AND DISCUSSION

In this study, a total of 15 previous research articles were collected and analyzed using a systematic literature review approach. Each study provides different perspectives on how compensation influences employee performance across various industrial sectors and organizational contexts. The table below summarizes the reviewed studies, including the authors, year of publication, research methods, and key findings regarding the effect of compensation on employee performance.

Table 3.1 Year of Publication and Number of Previous Studies

Year	Number of Studies
2015	-
2016	1
2017	-
2018	1
2019	3
2020	2
2021	-
2022	1
2023	6
2024	1
2025	-
<b>Total</b>	<b>15</b>

Table 3.1 above presents the distribution of previous studies based on their year of publication that were selected as the objects of analysis. A total of 15 studies were included in this review with publications from 2023 constituting the largest proportion, the total number of six studies.

Table 3.2 Number of Previous Studies by Journal Category

Journal Category	Amount
SINTA 1	-
SINTA 2	-
SINTA 3	-
SINTA 4	9
SINTA 5	2
Other Research Reports	4
<b>Total</b>	<b>15</b>

Table 3.2 shows the number of previous studies categorized by journal type included in this review. SINTA 4 journals represent the largest proportion of the selected studies with a total of nine research articles.

Table 3.3 Studies Based on Author (Year), Method, and Type of Research

No.	Author (Year)	Title	Method	Type of Research
1.	Lidya Octafia Rumere, Riane Johnly Pio, Johny Revo Elia Tampi (2016)	Pengaruh Kompensasi Terhadap Kinerja Karyawan PT Bank Tabungan Negara (PERSERO), Tbk. Kantor Cabang Manado	Quantitative descriptive approach using the Spearman Rank correlation method and simple regression analysis.	Quantitative
2.	Asmayana, H.A. Muhiddin Daweng, Ismail Badollahi (2018)	Pengaruh Kompensasi Terhadap Kinerja Pegawai Pada Kantor Dinas	Quantitative descriptive method using saturated sampling with 40 employees	Quantitative

		Perdagangan Kota Makassar	and questionnaires as primary data.	
3.	Firman (2019)	Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT BPRS Hikmah Wakilah Banda Aceh	Quantitative method with simple linear regression, using census sampling with 40 respondents, analyzed using SPSS version 24.0.	Quantitative
4.	Ashabul Mahdi (2019)	Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT Pos Indonesia (PERSERO) Makassar Cabang Regional X	Multiple regression method, correlation analysis, and coefficient of determination involving 82 employees as the sample. Data was collected through interviews, questionnaires, and observations, and analyzed using SPSS version 21.	Quantitative
5.	Opan Arifudin (2019)	Pengaruh Kompensasi Terhadap Kinerja Karyawan di PT. Global Media (PT GM)	Questionnaire method using a Likert scale to analyze the problem and draw conclusions.	Quantitative
6.	Angga Pratama (2020)	Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Pos Indonesia DC Ciputat	Quantitative descriptive method using saturated sampling with 50 employees. Data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression, correlation and determination analysis, and hypothesis testing.	Quantitative
7.	Muhamad Yazid Bustomi, Lestari Rahayu Waluyati, Suhatmini Hardyastuti (2020)	Pengaruh Kemampuan Kerja dan Kompensasi Terhadap Kinerja Karyawan Pengolahan Teh Unit Produksi Pagilaran PT Pagilaran	Stratified random sampling with 77 employees, analyzed using descriptive statistics and Smart-PLS.	Quantitative
8.	Didi Wandu, Heri Sapari Kahpi, Fidziah, Zaenal Abidin (2022)	Pengaruh Kompensasi Terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia	Quantitative method with 90 employees as the sample, analyzed using multiple linear regression based on questionnaire data.	Quantitative
9.	Lia Febriani, Shinta Setia (2023)	Pengaruh Kompensasi Lingkungan Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan Generasi Milenial	Purposive sampling method with 162 millennial respondents (aged 26-41 years), analyzed using PLS-SEM. Data were collected through Google Form questionnaires.	Quantitative

10	Arifin, Magito, Didin Hikmah Perkasa, Wenny Desty Febrian (2023)	Pengaruh Kompensasi, Kompetensi, dan Konflik Kerja terhadap Kinerja Karyawan	Causal quantitative method using saturated sampling with 50 respondents. Data was collected through questionnaires and analyzed using Smart-PLS, including outer model, inner model, and hypothesis testing.	Quantitative
11.	Agus Putra Mardika (2023)	Pengaruh Kompensasi dan Motivasi Serta Disiplin Kerja Terhadap Kinerja Karyawan Pada KSP Satya Dharma di Denpasar	Quantitative survey method with a causal approach. A sample of 65 respondents was selected using stratified proportionate random sampling and simple random sampling. Partial Least Squares (PLS) was used for data analysis.	Quantitative
12.	Dika Tri Apriyadi, Gotfridus Goris Seran, Berry Sastrawan (2023)	Pengaruh Kompensasi Terhadap Kinerja Pegawai	Associative quantitative method with 39 employees as the sample.	Quantitative
13.	Mohammad Khofi Anazaail, Ahmad Jauhari, Nur Hidayati (2023)	Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderasi Pada PT Sukses Mitra Sejahtera Kabupaten Kediri	Quantitative method with 87 employees as the sample, analyzed using Smart-PLS.	Quantitative
14.	Mediaty, Asri Usman, Arham Rasyid Andi Kunna, Nurul Inayah Farahyanti, Risna Melati Sukma Bakri (2023)	Pengaruh Kompensasi Terhadap Kinerja Karyawan pada Usaha Kecil Menengah (UKM) Melati Bakery	Purposive sampling method with 31 employees. Data were collected through questionnaires and analyzed using the coefficient of determination, t-test, and multiple linear regression.	Quantitative
15.	Arsalta Farley Ichsan, Andriani Lubis, Mustangin (2024)	Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Nurcahya Intan Jakarta	Quantitative method with 45 employees as the sample. Data were collected through questionnaires and analyzed using simple linear regression, correlation analysis, coefficient of determination, and hypothesis testing.	Quantitative

Table 3.3 presents the research objects based on the authors' names, year of publication, methods, and types of research used in the previous studies. Overall, the research methods employed in the reviewed studies are quantitative in nature.

Table 3.4 Classification of Studies Based on Significant and Non-Significant Results

No.	Year - Title	Significant	Non- Significant
1.	2016 - Pengaruh Kompensasi Terhadap Kinerja Karyawan PT Bank Tabungan Negara (PERSERO), Tbk. Kantor Cabang Manado	Compensation influences employee performance by 61.9%.	The remaining 38.1% is influenced by other factors, such as motivation, organizational culture, leadership style, and work environment.
2.	2018 - Pengaruh Kompensasi Terhadap Kinerja Pegawai Pada Kantor Dinas Perdagangan Kota Makassar	Compensation has a positive effect on employee performance, as expressed in the regression equation $Y = 19.051 + 0.263X$ .	-
3.	2019 - Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT BPRS Hikmah Wakilah Banda Aceh	Compensation contributes 12% to employee performance.	78% is influenced by other factors, including competence, work atmosphere, leadership style, and organizational culture.
4.	2019 - Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT Pos Indonesia (PERSERO) Makassar Cabang Regional X	71% of employee performance variables are influenced by compensation.	The remaining 29% is influenced by other factors.
5.	2019 - Pengaruh Kompensasi Terhadap Kinerja Karyawan di PT. Global Media (PT GM)	Compensation contributes 89.2% to employee performance.	10.8% is influenced by variables outside the scope of the study.
6.	2020 - Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Pos Indonesia DC Ciputat	Compensation and work discipline contribute 51.4% to employee performance.	-
7.	2020 - Pengaruh Kemampuan Kerja dan Kompensasi Terhadap Kinerja Karyawan Pengolahan Teh Unit Produksi Pagilaran PT Pagilaran	-	Compensation has no effect, while work ability and organizational commitment have a significant effect.
8.	2022 - Pengaruh Kompensasi Terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia	Compensation overall influences 77.40% of employee work motivation.	-
9.	2023 - Pengaruh Kompensasi Lingkungan Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan Generasi Milenial	-	Compensation does not have a substantial impact; however, the work environment and job satisfaction have a positive and significant effect on millennial employee performance.

10.	2023 - Pengaruh Kompensasi, Kompetensi, dan Konflik Kerja terhadap Kinerja Karyawan	-	Compensation does not have a significant effect on performance, whereas competence has a positive and significant influence.
11.	2023 - Pengaruh Kompensasi dan Motivasi Serta Disiplin Kerja Terhadap Kinerja Karyawan Pada KSP Satya Dharma di Denpasar	-	Kompensasi berpengaruh negatif dan tidak signifikan pada kinerja, yang mengindikasikan bahwa peningkatan kompensasi cenderung menurunkan kinerja akibat faktor lain yang tidak dijelaskan.
12.	2023 - Pengaruh Kompensasi Terhadap Kinerja Pegawai	Compensation has a positive and significant effect on the performance of employees at SAMSAT Kota Sukabumi, total of 91.4%.	-
13.	2023 - Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderasi Pada PT Sukses Mitra Sejahtera Kabupaten Kediri	Compensation has a significant effect on employee performance.	-
14.	2023 - Pengaruh Kompensasi Terhadap Kinerja Karyawan pada Usaha Kecil Menengah (UKM) Melati Bakery	Compensation influences performance by 21.2%.	78.8% is influenced by other factors.
15.	2024 - Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Nurcahya Intan Jakarta	Compensation affects performance by 48.4%.	51.6% is influenced by other factors

Based on the information presented in Table 3.4 above, it can be observed that the effect of compensation on employee performance varies. This variation depends on other factors that also influence performance. The findings of the analyzed studies can be grouped into several main results as follows:

### **Effect of Compensation on Employee Performance**

#### **Significant Effect**

An analytical review of the collected studies indicates that compensation has a substantial influence on employee performance, although the magnitude of this effect varies across organizations and sectors. Overall, the findings suggest that employee performance tends to improve when higher levels of compensation are provided.

Several studies report a very strong contribution of compensation to employee performance. Apriyadi et al. (2023) found that at SAMSAT Kota Sukabumi, compensation accounted for as much as 91.4% of employee performance improvement. Similarly, Arifudin (2019) reported a contribution of 89.2% among employees of PT Global Media. Wandu et al. (2022) also observed that compensation, both financial and non-financial, simultaneously influenced employee performance in the delivery service sector in Serang City with a contribution of 77.4%. In addition, Mahdi (2019) revealed that employee performance at PT Pos Indonesia was influenced by compensation at a level of 71%.

Meanwhile, several studies indicate that compensation has a more moderate effect on performance. Rumere et al. (2016) showed that employee performance at PT Bank Tabungan Negara, Tbk., Manado Branch Office was influenced by compensation by 61.9%. Pratama (2020) also reported that employee performance at PT Pos Indonesia DC Ciputat was affected by work discipline and compensation with a combined contribution of 51.4%. Similarly, Ichsan et al. (2024) found that the contribution of compensation to employee performance at PT Nurcahya Intan Jakarta reached 48.4%.

On the other hand, some studies demonstrate that the effect of compensation on performance is relatively low with contribution levels below 40%. Firman (2019) stated that compensation influenced employee performance at PT BPRS Hikmah Wakilah by only 12%. Likewise, Mediaty et al. (2023) found that compensation contributed merely 21.2% to employee performance at UKM Melati Bakery, indicating the presence of other contributing factors.

From the perspective of analytical methods, several studies employed regression analysis to evaluate the relationship between compensation and employee performance. Asmayana et al. (2018) indicated that compensation positively affected employee performance at the Makassar City Trade Office, as expressed by the regression equation  $Y = 19.051 + 0.263X$ . Furthermore, Anazail et al. (2023) demonstrated that compensation significantly influenced employee performance at PT Sukses Mitra Sejahtera with a t-statistic value of 2.430 exceeding 1.96 and a p-value of 0.015, which is below 0.05, confirming a significant correlation between compensation and employee performance.

Based on the overall analysis, it can be concluded that compensation generally has a positive effect on employee performance, although the level of influence varies. While several studies report a strong and significant impact, others indicate that compensation is not the primary factor driving performance, as additional variables also contribute to employee performance outcomes.

#### Non-Significant Effect

Several studies indicate that compensation is not always the most critical factor in improving employee performance. Bustomi et al. (2020) found that although employee performance at PT Pagilaran was relatively good, factors such as work ability and organizational commitment played a more important role in enhancing performance, while compensation did not have a substantial impact. Similarly, the study conducted by Febriani and Setia (2023) revealed that compensation did not have a meaningful effect on the performance of millennial employees. Instead, work environment conditions and levels of

job satisfaction were shown to have a stronger influence in encouraging employee productivity.

In addition, Arifin et al. (2023) also demonstrated that employee performance was not significantly affected by compensation. Statistical analysis showed that the t-statistic value was below the critical t-table value. Their findings indicated that competence exerted a stronger influence on performance compared to compensation. Furthermore, Mardika (2023) identified a negative correlation between compensation and employee performance, where an increase in compensation was associated with a decrease in performance.

Based on the analysis of various studies, it can be observed that although compensation is commonly perceived as an important factor in enhancing performance, its impact varies depending on organizational conditions and contexts. In some cases, compensation may improve performance; however, in other situations, different variables exert a greater influence.

### **Other Factors Influencing Employee Performance**

Employee performance is influenced by many factors beyond compensation alone. Various other variables also play a role in determining how effectively employees perform their duties. These factors include personal attributes, workplace conditions, and management policies within an organization. According to Sedarmayanti (2017), several elements may affect employee performance, including attitudes and mental states such as motivation and discipline, work ethics, educational background, skill levels, leadership style, income level, and additional benefits such as salaries and health allowances. Other influencing variables include social security, work environment conditions, availability of facilities, technological utilization, and opportunities for achievement.

Rumere et al. (2016) found that employee performance is influenced by multiple factors beyond compensation. In fact, other variables such as motivation, leadership style, organizational culture, and working conditions collectively contributed 38.1% to employee performance. In addition, Firman (2019) reported that 78% of variations in employee performance were attributed to factors unrelated to compensation, including competence or skills, work environment conditions, organizational culture, and leadership style. These findings indicate that psychological and organizational aspects play a significant role in shaping employee performance.

Pratama (2020) revealed that performance is strongly influenced by work discipline. The coefficient of determination ( $R^2$ ) analysis showed a value of 51.4%, indicating that both work discipline and compensation significantly affect employee performance. Consistent with this finding, Febriani and Setia (2023) explained that job satisfaction (0.402) and work environment conditions (0.321) have a positive and significant impact on the performance of the millennial workforce, highlighting the importance of psychological well-being and a supportive work environment in improving performance. On the other hand, Mediaty et al. (2023) reported that 78.8% of the factors influencing employee performance were derived from other variables that were not specifically identified.

From these findings, it is evident that variables such as motivation, work discipline, organizational culture, leadership style, job satisfaction, and workplace conditions have a

substantial influence on determining employee performance effectiveness. Although compensation is often viewed as the primary factor in improving performance, the above analysis demonstrates that other variables may play an even more significant role.

#### 4. CONCLUSION

Based on the studies reviewed and discussed in the results and discussion section, it can be concluded that compensation has a positive effect on employee performance, although the level of influence varies across sectors. Some studies report a high impact (above 70%), others indicate a moderate effect (40–70%), while the remaining studies show a low impact (below 40%). In several cases, other factors are found to have a more dominant influence on performance. In addition to compensation, variables such as motivation, leadership, work discipline, work environment, organizational culture, and job satisfaction are also proven to play a significant role in determining employee productivity. Therefore, compensation is an important factor but cannot be considered independently from other elements in human resource management strategies.

Future research is recommended to examine compensation more comprehensively by incorporating psychological aspects such as intrinsic motivation and job satisfaction. Cross-industry analysis is also essential to better understand how work context influences the relationship between compensation and performance. Such approaches are expected to contribute to the development of more effective and adaptive human resource management strategies.

#### 5. REFERENCES

- Analisadaily. (2022, August 12). *Pentingnya kompensasi dan manfaat bagi karyawan*. Diakses pada 20 Februari 2024. <https://analisadaily.com/berita/baca/2022/08/12/1033250/pentingnya-kompensasi-dan-manfaat-bagi-karyawan/>
- Anazail, M. K., Jauhari, A., & Hidayati, N. (2023). Pengaruh Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Moderasi Pada PT Sukses Mitra Sejahtera Kabupaten Kediri. *eBisnis Manajemen (EBISMAN)*, 1(4): 42-52. doi: 10.59603/ebisman.v1i4.227
- Apriyadi, D. T., Seran, G. G., & Sastrawan, B. (2023). Pengaruh Kompensasi Terhadap Kinerja Pegawai. *Karimah Tauhid*, 2(6): 2508-2519. doi: 10.30997/karimahtauhid.v2i6.10715.
- Arifin, Magito, Perkasa, D. H., & Febrian, W. D. (2023). Pengaruh Kompensasi, Kompetensi dan Konflik Kerja terhadap Kinerja Karyawan. *Global: Jurnal Lentera BITEP*, 1(1): 24-33. doi: 10.59422/global.v1i01.130.
- Arifudin, O. (2019). Pengaruh Kompensasi Terhadap Kinerja Karyawan Di PT. Global Media (PT. GM). *JIMEA / Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*, 3(2): 184-190. doi: 10.31955/mea.vol3.iss2.pp184-190.
- Asmayana, Daweng, H. M., & Badollahi, I. (2018). Pengaruh Kompensasi Terhadap Kinerja Pegawai Pada Kantor Dinas Perdagangan Kota Makassar. *Jurnal Profitability Fakultas Ekonomi Dan Bisnis*, 2(2): 93-111. <https://journal.unismuh.ac.id/index.php/profitability/article/view/1951>
- Bustomi, M. Y., Waluyati, L. R., & Hardyastuti, S. (2020). Pengaruh Kemampuan Kerja dan Kompensasi Terhadap Kinerja Karyawan Pengolahan Teh Unit Produksi

- Pagilaran PT Pagilaran. *Jurnal Pertanian Terpadu*, 8(1): 119-129. doi: 10.36084/jpt.v8i1.225.
- Chusminah, & Haryati, R. A. (2019). Analisis Penilaian Kinerja Pegawai Pada Bagian Kepegawaian dan Umum Direktorat Jenderal P2P Kementerian Kesehatan. *WIDYA CIPTA: Jurnal Sekretari dan Manajemen*. doi: 10.31294/widyacipta.v3i1. 5203
- Cooper, H. (2017). *Research Synthesis and Meta-Analysis: A Step-by-Step Approach*. California: SAGE Publications, Inc.
- Febriani, L., & Setia, S. (2023). Pengaruh Kompensasi Lingkungan Kerja dan Kepuasan Kerja Terhadap Kinerja Karyawan Generasi Milenial. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 9(1): 194-204. doi: 10.35906/jurman.v9i1.1449.
- Firman. (2019). *Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT BPRS Hikmah Wakilah Banda Aceh* [Skripsi]. UIN Ar-Raniry Banda Aceh.
- Hasibuan, M. S. (2016). *Manajemen Sumber Daya Manusia*. Tangerang Selatan: Penerbit Bumi Aksara.
- Ichsan, A. F., Lubis, A., & Amin, M. (2024). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Nurcahya Intan Jakarta. *Jurnal Manajemen Diversitas*, 4(1): 30-41. <https://www.ejournal-jayabaya.id/Manajemen-Diversitas/article/view/163>
- KBBI (Kamus Besar Bahasa Indonesia). *Kamus versi online/daring (Dalam Jaringan)*. Diakses pada 01 Desember 2024. <https://kbbi.web.id/karyawan>
- Mahdi, A. (2019). *Pengaruh Pemberian Kompensasi Terhadap Kinerja Karyawan Pada PT. Pos Indonesia (Persero) Makassar Cabang Regional X* [Diploma Thesis]. Universitas Negeri Makassar.
- Mardika, A. P. (2023). Pengaruh Kompensasi dan Motivasi Serta Disiplin Kerja Terhadap Kinerja Karyawan Pada KSP Satya Dharma di Denpasar. *Jurnal Ganec Swara*, 17(1): 262-268. doi: 10.35327/gara.v17i1.396.
- Maruf, M., Putra, R. S., Rahayu, N. S., Agustina, H., & Khusnah, H. (2023). Literature Review: Pengaruh Upah Terhadap Kinerja Pada Karyawan Pusat Perbelanjaan di Surabaya. *GREENOMIKA: Jurnal Ilmiah Ekonomi Universitas Nahdlatul Ulama Sidoarjo*, 5(2): 135-144. doi: 10.55732/unu.gnk.2023.05.2.2.
- Mediaty, Usman, A., Kunna, A. R., Farahyanti, N. I., & Bakri, R. M. (2023). Pengaruh Kompensasi Terhadap Kinerja Karyawan pada Usaha Kecil Menengah (UKM) Melati Bakery. *Economics and Digital Business Review*, 4(1): 86-90. doi: 10.37531/ecotal.v4i1.301
- Muljani, N. (2002). Kompensasi Sebagai Motivator Untuk Meningkatkan Kinerja Karyawan. *Jurnal Manajemen & Kewirausahaan*, 4(2): 108-122. doi: 10.9744/jmk.4.2.pp.%20108-122
- Nugraha, I. P., Kusuma, M. W., Sudariana, N., & Ramadhan, R. (2021). Literature Review: Pengaruh Kompensasi dan Motivasi Kerja Terhadap Kinerja Karyawan dalam Perusahaan. *Seniman Transactions on Management and Business*. <https://seniman.nusaputra.ac.id/index.php/seniman/article/view/46>.
- Onika, F. (2022). Pengaruh Lingkungan Kerja dan Motivasi Kerja Terhadap Kinerja Pada PD Pasar Jaya di Sunter [Skripsi]. *Institut Bisnis dan Informatika Kwik Kian Gie*.
- Paraswati, A. D., Amelia, T., & Larassaty, A. L. (2023). Literatur Review: Kompensasi dan Motivasi Kemampuan Kerja Pegawai melalui Kontrak Kerja. *Jurnal Ilmiah Swara Manajemen*, 3(2): 352-358. doi: 10.32493/jism.v3i2.31336.
- Pratama, A. (2020). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT Pos Indonesia DC Ciputat. *Jurnal Disrupsi Bisnis*, 3(2): 12-24. doi: 10.32493/drj.v3i2.6293

- Puskarsa. (2024, October 30). *Dampak Kebijakan Kompensasi yang Tidak Kompetitif Terhadap Retensi Karyawan*. Diambil kembali dari Puskarsa: <https://puskarsa.uma.ac.id/2024/10/30/dampak-kebijakan-kompensasi-yang-tidak-kompetitif-terhadap-retensi-karyawan/>
- Rumere, L. O., Pio, R. J., & Tampi, J. R. (2016). Pengaruh Kompensasi Terhadap Kinerja Karyawan PT. Bank Tabungan Negara (PERSERO), Tbk. Kantor Cabang Manado. *Jurnal Administrasi Bisnis (JAB)*, 4(1): 1-6. doi: 10.35797/jab.v4.i1.%p
- Sedarmayanti. (2017). *Perencanaan dan Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kompetensi, Kinerja dan Produktivitas Kerja*. Bandung: PT Refika Aditama.
- Sharma, R. C., & Sharma, S. (2024). *Compensation and Reward Management: Wage & Salary Administration and Benefits*. New York: Routledge.
- Siswanto. (2010). Systematic Review Sebagai Metode Penelitian Untuk Mensintesis Hasil-hasil Penelitian (Sebuah Pengantar). *Buletin Penelitian Sistem Kesehatan*, 13(4): 326–333. doi: 10.22435/bpsk.v13i4
- Undang-Undang Negara Republik Indonesia No. 13 Tahun 2003 tentang Ketenagakerjaan. <https://peraturan.bpk.go.id/Download/31128/UU%20Nomor%2013%20Tahun%2003.pdf>.
- Wandi, D., Kahpi, H. S., Fidziah, & Abidin, Z. (2022). Pengaruh Kompensasi terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia. *Journal of Management and Business Review*, 19(1): 80-91. doi: 10.34149/jmbr.v19i1.235
- Weaver, D. (2020). *Pay Matters: The Art and Science of Employee Compensation*. USA: Lioncrest Publishing.