

# Performance Analysis of Civil Servants in Kampar District Government: Overview from the Perspective of Work Ethics and Compensation

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## Abstract

*The purpose of this study was to determine and examine the effect of work ethics and compensation on employee performance. This research was conducted at the offices in Kampar district, the offices in Kampar district totaled 21 offices. The population in this study was the entire number of civil servants in Kampar district, amounting to 969 people, while the sample was random sampling, the sample was taken 10% of the population, so the sample in this study was 97 people. Analysis of the data used in this study is to test the quality of the data consisting of validity and reliability tests. Classical assumption testing using normality, multicollinearity and heteroscedasticity, while for hypothesis testing using multiple regression test. Data processing in this study using SPSS version 20.0. The results of data processing on the hypothesis indicate that work ethics has a positive and significant influence on employee performance, so it can be concluded that hypothesis 1 is accepted. While the second hypothesis, the results of data processing indicate that compensation has a significant positive effect on employee performance, so it can be concluded that the second hypothesis is accepted. The results of R<sup>2</sup> show that the contribution of work ethics and compensation on employee performance is 41.5%.*

## Keywords

work ethics; compensation;  
employee performance



## I. Introduction

The enactment of the regional autonomy law requires regions to regulate and manage their own regional government affairs and pay attention to the interests of the community at large. With the increasing public demand for transparency and local government responsibility for the services and work of local governments, this makes local governments have to improve themselves so that the wishes of the community are achieved in accordance with the mandate of the 1945 Constitution and the Regional Autonomy Law.

Thus, this information disclosure has an impact on the performance demanded by the community, performance is the result of the work of an employee in carrying out the duties of the accepted responsibility. In government organizations that produce work (performance) are employees who participate in serving the community, employees really have a contribution to produce good performance output, several things that become performance indicators are the level of service accuracy, service speed level, level of generosity, comfort level, quality of

human resources, number of human resources, community welfare, and smooth transportation.

Of course, this will be subject to punishment (punishment). In addition to rewards and punishments from the organization, of course there is a reply from Allah SWT for what has been done, whether it will result in a reward or even a sin, because it is detrimental to the organization, the general public who feel it, this illustrates that performance is very important, because employees will be responsible for what what has been done both in this world and in the hereafter.

One of the local governments in Indonesia, namely Kampar Regency is required to produce quality performance, which is required to be able to provide satisfaction to the community at large, thus the Kampar local government must always strive to improve services in producing good performance.

However, in 2015 and 2016 the results of the performance accountability evaluation of government agencies (LHE-AKIP) were in category C, category C interpreted that the AKIP presented was still "a bit lacking" so that it needed a lot of improvements including basic improvements. In the AKIP assessment component, there are 5 components, namely planning (35%), performance measurement (20%), performance reporting (15%), performance evaluation (10%) and performance achievements (20%).

In the AKIP evaluation, performance plays an important role in the total score, 65% comes from 3 aspects of performance, namely performance measurement, performance reporting, performance evaluation and performance achievement. So it can be concluded that if the local government wants to improve the value or status of AKIP, the first step is to improve performance, one way to improve performance is to provide satisfaction to the community in the form of providing the best public services. In addition, there are several reasons the researchers chose Kampar district as the object of research related to the services provided to the community including:

1. In 2018 there were still many public complaints about the performance of Disdukcapil Employees and Regional General Hospitals (RSUD), this was conveyed by factions in the DPRD at the time of conveying the general views of the factions of the Kampar Regency DPRD.
2. There are many public complaints related to health services, the problems faced are human resources that are still lacking both in quality and quantity, the low level of public health in terms of service quality, the number and reach of these services and inadequate health service facilities and infrastructure, especially for underdeveloped, isolated and very remote areas.
3. At the health office in 2018, it was revealed that there were irregularities committed by elements who carried out illegal levies, as many as 31 health centers received JKN funds, the budget was cut by 10% by individuals in the health office by irresponsible persons, in addition there were cuts capitation funds that are intended for puskesmas employees, even though the budget is for services carried out by employees.
4. In 2018, there were public complaints against the trade, cooperative, and UMK offices, this was related to the scarcity of 3 kg LPG gas, the supervisory service must act decisively, in Kampar Regency there are 500 3 kg LPG bases, but only 3 supervisory officers' people, this was conveyed by the head of the Ministry of Industry and Trade, Mr. Zamzami.
5. In addition, in 2018, there was a decrease in performance appraisal by 20 points from 2017, this gave rise to an indication of greater corruption. One of the vulnerable points for corruption is public services, this was conveyed by the Head of Korsubgah KPK RI Aida Ratna Zulaiha and team.

Some of the reasons above indicate that there are problems with public dissatisfaction with the services provided, even though the service, both in terms of quantity and quality, is an indicator of performance indicators that must be applied in order to produce good performance for an agency or local government. The importance of the performance function of civil servants (PNS) is the reason for researchers to analyze the factors that affect performance. In local governments, services are provided through local government organizations (OPD).

One of the demands of the community on local governments is to receive quality and responsible public services, because local governments are non-profit organizations, the most important aspect of a service is the work ethic applied by managers/individuals in the organization. In a government organization, a state apparatus has a role as a servant of the state, who voluntarily and sincerely provides services to the community regardless of ethnicity, race and religion, so ethics is an important thing to be applied by the state apparatus in providing services.

Ethics is a branch of philosophy regarding moral values and norms that determine human behavior in life. The work ethic emphasizes work creativity as a source of happiness and perfection in life. Facing pressures in carrying out their duties, a manager must be guided by work ethics.

In Islam when a person works, then there are ethics that must be applied, among others, sincerity in carrying out work that begins with good intentions, in the hadith (HR. of what was intended." In addition to sincerity in work, the next ethics is Ihsanul Ihsan (work well) in the hadith narrated by HR. Muslim "Indeed, Allah (SWT) has obligated Ihsan and everything, if you kill an animal then kill it well, if you slaughter it, slaughter it in a good way. Let one of you sharpen his knife and calm his slaughter." In addition to these two things in Islam, a person at work should work professionally, carry out work in accordance with sharia principles, in work should be honest and trustworthy, stay away from work that is not clearly halal and haram, in work a Muslim is also required to maintain speech, dress, and socialize. Islam perfectly regulates etiquette or ethics in work, so that at work humans get blessings in life, which later this blessing will bring inner peace, happiness in the world and the hereafter. So, it is clear that someone who works must have a "work ethic" in carrying out their respective duties, roles, functions, so that they are easy to account for, both to superiors in the world and accountability to the owner of the world, namely Allah SWT. stay away from a job that is not clearly halal and haram, in work a Muslim is also required to maintain speech, dress, and socialize. Islam perfectly regulates etiquette or ethics in work, so that at work humans get blessings in life, which later this blessing will bring inner peace, happiness in the world and the hereafter. So, it is clear that someone who works must have a "work ethic" in carrying out their respective duties, roles, functions, so that they are easy to account for, both to superiors in the world and accountability to the owner of the world, namely Allah SWT. stay away from a job that is not clearly halal and haram, in work a Muslim is also required to maintain speech, dress, and socialize. Islam perfectly regulates etiquette or ethics in work, so that at work humans get blessings in life, which later this blessing will bring inner peace, happiness in the world and the hereafter. So, it is clear that someone who works must have a "work ethic" in carrying out their respective duties, roles, functions, so that they are easy to account for, both to superiors in the world and accountability to the owner of the world, namely Allah SWT. Islam perfectly regulates etiquette or ethics in work, so that at work humans get blessings in life, which later this blessing will bring inner peace, happiness in the world and the hereafter. So, it is clear that someone who works must have a "work ethic" in carrying out their respective duties, roles, functions, so that they are easy to account for, both to superiors in the world and accountability to the owner of the world, namely Allah SWT. Islam perfectly regulates etiquette or ethics in work, so that at work humans get blessings in

life, which later this blessing will bring inner peace, happiness in the world and the hereafter. So it is clear that someone who works must have a "work ethic" in carrying out their respective duties, roles, functions, so that they are easy to account for, both to superiors in the world and accountability to the owner of the world, namely Allah SWT.

With a good work ethic, it is expected that the performance produced by the local government can be achieved, Wijayanti's research (2012) concluded that work ethics affect the performance of managers. Research on work ethics often gets the attention of researchers, especially in service organizations, such as the research of Febriyanto (2012) whose research results show that work ethics have an effect on managerial performance, the same results are also proven by Herlambang (2013) and Chaidir (2012).

Compensation also plays an important role in improving employee performance. According to Yani in Syardiansyah (2020) 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. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). Fair and proper compensation for employees will improve the employee's work performance. With adequate compensation, employees will feel at home and comfortable with their work. Vice versa, the worse the distribution of compensation to employees, the worse the employee's work performance. Compensation should be fair, in accordance with what the employee has done, so that it can trigger the employee's enthusiasm to provide "value" to the organization, this fair concept is clearly stated in Islamic teachings both in the Koran and the hadiths.

One of the letters in the Qur'an that discusses compensation is at-taubah verse 105 which means "and say" you work, then Allah and His Messenger and the believers will see your work, and you will be returned to Allah who knows the unseen and manifest, then He will give you what you do.

Compensation is an award given by employees either directly or indirectly, financially and non-financially that is fair to managers and employees for their contributions in achieving company goals, so that compensation is needed by any company to improve the performance of managers Handayani (2013). Previous research conducted by Soraya (2013), Ristini (2015) and Muryanto (2011) proved that compensation affects managerial performance.

Thus, when an employee is given compensation, the employee's performance will increase, and when an employee has a good work ethic accompanied by an appreciation for what has been done with compensation, it will be expected to increase the manager to give the best performance to the organization, because every act is ethical. and supported by an adequate compensation system, it will encourage employees to always improve performance.

## **II. Research Methods**

### **2.1 Research Locations and Research Types**

The design of this research is a kind of descriptive quantitative research. The researcher took the object of his research, namely the Kampar Regency Government. The respondents are civil servants who work in the local government environment.

## 2.2 Data Types and Sources

### a. Primary Data

The types and sources of data used in this study are primary data. The source of this primary data was obtained by the researcher through a questionnaire distributed to the Civil Servants scattered in the Regional Apparatus Organizations (OPD) of the Kampar local government.

### b. Secondary Data

Secondary data is data obtained from related agencies such as the Kampar district government office, by conducting a literature study on officially published data, books and other reports related to research (Sugiyono, 2)

### c. Method of Collecting Data

The data obtained in this study by sending a questionnaire, according to Sugiono (2007:135) in Meriana (2010) a questionnaire is a technical data collection carried out and provides a set of questions or written statements to respondents to answer, the questionnaire is given directly to the respondent, namely the manager who participate in the preparation of the existing budget at the Dinas in Kampar Regency. The contents of the questionnaire consist of:

1. The identity of the respondent is name, gender, address, education and length of work.
2. Statements regarding respondents' perceptions of performance, work ethics and compensation.

In this study using a Likert scale, the Likert scale is a scale used to measure attitudes, opinions or perceptions of a person or group of people about social phenomena (Sugiyono, 2011). In this study, in the questionnaire there are several statement items, each of which consists of 5 levels of answers including:

- a. Strongly agree, has a value of 5.
- b. Agree, has a value of 4.
- c. Neutral, has a value of 3
- d. Disagree, has a value of 2.
- e. Agree, has a value of 1.

In addition to using questionnaires, researchers also conducted interviews with civil servants related to the variables studied, interviews were activities obtained by directly asking respondents orally to obtain additional information, later this information will be used for additional information when researchers conduct discussions.

### d. Population and Research Sample

Population is a collection of individuals with predetermined qualities and characteristics. The population referred to in this study are all civil servants who work and are scattered in regional apparatus organizations in the Kampar district.

**Table 1.** List of Agencies in Kampar Regency Government

No	Service Name	Number of Employees
1	Department of Population and Civil Registration	28
2	public health Office	93
3	Food Security Service	26
4	Office of Communication, Information and Encryption	30

5	environmental services	53
6	Department of Tourism and Culture	25
7	Department of Public Works and Spatial Planning	116
8	Fire and Rescue Service	16
9	Community and Village Empowerment Service	36
10	One-Stop Integrated Service and Investment Service	41
11	Department of Education, Youth and Sports	130
12	Office of Population Control, Family Planning, Women's Empowerment, Child Protection	38
13	Department of Transportation	43
14	Fisheries Service	38
15	Department of Industry and Manpower	15
16	Department of Plantation, Livestock and Animal Health	76
17	Library and Archives Service	28
18	Department of Agriculture, Food Crops and Horticulture	33
19	Department of Public Housing and Residential Areas	47
20	social services	44
21	Department of Trade, Cooperatives and Small and Medium Enterprises	13

Source: BKD and Dinas

Based on the theory, for research that is causal, the sample is determined as much as 10% of the total population, so that the number of samples in this study is 969 Civil Servants, who work in 21 offices in the Kampar local government. Then 10% of the population is 96.9 or 97 people,

### 2.3 Definition of Operational Variables and Measurement of Research Variables

According to Sekaran (2007:115) a variable is defined as anything that can distinguish or bring variation in values. Values can be different at various times for the same object or person or vice versa. While the operational definition is the determination of the construct so that it becomes a variable that can be measured. This study uses the independent variable, namely work ethics, the dependent variable is managerial performance, and the moderating variable is compensation. The following are operational definitions and indicators used:

**Table 2.** Operational Definitions and Indicators

Variable	Operational definition	Indicator
Performance (Y)	Performance is the result of work that can be achieved by a person or from a group of people	<ul style="list-style-type: none"> <li>a. Quality</li> <li>b. Quantity</li> <li>c. Punctuality</li> <li>d. Effectiveness</li> </ul>



	in an organization, in accordance with their respective duties and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and according to ethical norms (Prawirosentono, 2008).	<ul style="list-style-type: none"> <li>e. Work commitment</li> <li>f. independence</li> </ul>
Compensation (x2)	Something received by employees in exchange for contributions for services rendered.	<ul style="list-style-type: none"> <li>a. Wages and salaries, wages are payments paid to workers on an hourly basis using a certain rate, while salaries are payments that apply at weekly, monthly or annual rates.</li> <li>b. Allowances are operational allowances given according to employee duties, holiday allowances given to employees are adequate, health benefits provided to employees are adequate.</li> <li>c. Incentives, namely the provision of incentives has been carried out fairly, employees are given the same opportunity to participate in education and training.</li> <li>d. Facilities, such as vehicles, houses, or special access.</li> </ul>
Measuring Work Ethics(X1)	Work ethic is a work spirit based on certain values or norms, Hartono and Santoso (2006)	<ul style="list-style-type: none"> <li>a. Work dedication</li> <li>b. Work well</li> <li>c. Work according to ability</li> <li>d. Cultivating good relations within the organization</li> </ul>

#### 2.4 Data Collection Methods Data Quality Test

Because the data is taken primarily by using a questionnaire, then the data quality test is used as following: Validity and Reliability.

#### 2.5 Classic Assumption Test

In this study, the classical assumption test consists of: Normality, Multicollinearity, Heteroscedasticity, and Autocorrelation.

## 2.6 Data Analysis

The analytical technique used to test the hypothesis in this study is the multiple regression statistical method with SPSS 20 data processing tools. The data analyzed is data obtained from respondents, which is primary data, primary data in the form of questionnaires that have been distributed, the questionnaire is related to perceptions Civil Servants on Work Ethics, Compensation and Performance. Each research variable uses indicators which will be divided into sub-indicators which will be divided into several statement items using a scale, after the results are obtained from respondents, the next step is tabulation, after tabulation, then it is processed using data processing tools, namely SPSS, and perform hypothesis testing with multiple regression,

## III. Discussion

### 3.1 Discussion of the Results of the First Hypothesis (H1)

**Hypothesis 1:** H1: Work ethic affects the performance of civil servants in the local government of Kampar district

In this research The test was carried out through the significance of the regression coefficient of the work ethic variable. This work ethic has a positive coefficient value of 0.302 and a significance of 0.000. Thus, it means that the work ethic variable has a positive effect on employee performance.

The results of this study are in line with the research of Aryana, Permata, et al, who conducted research on work ethics on non-academic supporting employees, the results showed that work ethics affected employee performance. Chadir shows that there is an influence of work ethics on the performance of Dispenda employees. Research on work ethics was also carried out at General Hospitals, such as that conducted by Ulfa, which tested the effect of work ethics on the performance of nurses working at the Abdul Moeloek General Hospital, Lampung Province, his research showed that work ethics had an effect on nurse performance. Maharani (2016) researched at Bank Rakyat Indonesia, to see the effect of work ethics on employee performance, the results of work ethics have a significant effect on employee performance at Bank Riau Indonesia, while Agung Budiando, et al (2017) conducted research on the performance of employees of PT. Ramayana, seen from the work ethic, it can be concluded that work ethic has a significant effect on the performance of PT. Ramayana. In 2016, Mohyi conducted research at the Sampang SKPD, by examining work ethics on leadership performance, the results also concluded that work ethics had a significant positive effect on the performance of SKPD leaders, meaning that every time there was an increase in work ethics applied to work, the leadership performance also increased. . et al (2017) conducted research on the performance of employees of PT. Ramayana, seen from the work ethic, it can be concluded that work ethic has a significant effect on the performance of PT. Ramayana. In 2016, Mohyi conducted research at the Sampang SKPD, by examining work ethics on leadership performance, the results also concluded that work ethics had a significant positive effect on the performance of SKPD leaders, meaning that every time there was an increase in work ethics applied to work, the leadership performance also increased. . et al (2017) conducted research on the performance of employees of PT. Ramayana, seen from the work ethic, it can be concluded that work ethic has a significant effect on the performance of PT. Ramayana. In 2016, Mohyi conducted research at the Sampang SKPD, by examining work ethics on leadership performance, the results also concluded that work ethics had a significant positive effect on the performance of SKPD leaders, meaning that every time there was an increase in work ethics applied to work, the leadership performance also increased. .



The results of this study indicate that every increase in work ethics will be followed by an increase in performance generated by civil servants, based on the theory expressed by Ernawan (2012) that one of the functions of work ethics is to encourage someone's actions in the organization, this encouragement will cause each individual to be motivated to do actions that are in accordance with the goals of the organization or company, besides that work ethics have a function as an encouragement for civil servants to carry out their duties as servants of the State.

Civil servants (PNS) who have a work ethic will be seen from all actions taken in carrying out their duties in providing services to the community, such as: seeing work as part of worship so that they will complete the job well, being friendly to the community in providing services, discipline in work, maintain good relations and friendship with people in the organization, separate personal interests from the interests of the organization.

### 3.2 Discussion of Research Results Hypothesis Two

**Hypothesis 2:** Compensation affects the performance of civil servants in the local government of Kampar district

In this research the test is carried out through the significance of the regression coefficient of the compensation variable. This compensation has a positive coefficient of 0.165 and a significance of 0.000. Thus, it means that the compensation variable has a positive effect on employee performance

This study is in line with the results of research conducted by Hidayah (2016) on employees of the finance and accounting department of Yogyakarta State University, the results showed that compensation had a positive effect on employee performance both partially and simultaneously, while Koestartyo, et al conducted research on Coffee Shop Employees in Surabaya, the results of the study concluded that direct or indirect compensation has no effect on the performance of coffee shop employees in Surabaya. Nathania (2016) conducted research on compensation at PD Damai Motor Lampung, the conclusion of the study showed that compensation had a significant positive effect on the performance of PD Damai Bandar Lampung employees. While Barokah (2017) examined compensation on the performance of social service employees and Banjar city workers, the results of the study concluded that there was a significant positive effect of compensation on the performance of social service employees and labor, apart from the company, the regional government similar research was also carried out at Banks, namely PT. Bank Pembiayaan Rakyat, the results show that compensation has an effect on employee performance at the Bank. Fauzi (2014) conducted research at PT. Trakindo Utama Samarinda, the conclusion of the study is that compensation has a significant effect on employee performance at the PT. Bank Pembiayaan Rakyat, the results show that compensation has an effect on employee performance at the Bank. Fauzi (2014) conducted research at PT. Trakindo Utama Samarinda, the conclusion of the study is that compensation has a significant effect on employee performance at the PT. Bank Pembiayaan Rakyat, the results show that compensation has an effect on employee performance at the Bank. Fauzi (2014) conducted research at PT. Trakindo Utama Samarinda, the conclusion of the study is that compensation has a significant effect on employee performance at the PT.

The results show that compensation will lead to an increase in the performance of civil servants, this shows that if the organization wants the performance of civil servants to increase, then compensation is one thing that must be considered, compensation not only has the aim of improving performance but compensation is a form of appreciating the work of civil servants, the appreciation of individual performance will encourage motivation and enthusiasm in doing work.

## IV. Conclusion

### 4.1 Conclusion

This study uses 2 independent variables, namely work ethics and compensation, while the dependent variable is employee performance. This research was conducted in the local government of Kampar, especially in the offices located in the district of Kampar. In 2021 there will be 21 offices in Kampar Regency. There is one additional service in Kampar district in 2021 compared to 2020. The service in question is the fire and rescue service.

The results of the study indicate that compensation has a significant positive effect on improving employee performance, so that if there is an increase in the work ethic of each individual in the organization, employee performance will increase. So it can be concluded that hypothesis 1 is accepted. As for the second hypothesis, it shows that there is an effect of compensation on employee performance at the Kampar district offices, so if the agency wants an increase in employee performance in the agency, the compensation factor is one factor that must be considered, this is because every increase in compensation will increase employee performance. Compensation.

### 4.2 Suggestion

This research was only carried out at the department or agency, did not cover all Regional Apparatus Organizations of Kampar Regency, for further researchers, researchers would suggest including all OPD within the Kampar Regency government environment.

In addition, the low value of R Square in this study, which is still below 50%, indicates that the contribution of the independent variable to the dependent variable is still low, meaning that there are still many variables outside the research model that allow further research to be conducted in order to obtain a research model that shows a high R square.

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