

# The Influence of Compensation, Work Environment and Promotion through Motivation on Jember University Employee Performance

Budianto Silalahi<sup>1</sup>, Diana Sulianti K Tobing<sup>2</sup>, Handriyono<sup>3</sup>

<sup>1</sup>*Student of Master Degree of Management Study Program, Faculty of Economics and Business, University of Jember, Indonesia*

<sup>2,3</sup>*Faculty of Economics and Business, University of Jember, Indonesia*

**ABSTRACT:** Jember University employee performance is very important to support the implementation of the Public Service Agency Financial Management Pattern. Implementation of compensation, work environment, promotion of employee performance through work motivation is the most important part to support the optimal performance of employees as well as the organization that oversees them. Therefore the purpose of this research is to see which models are suitable to be applied at the University of Jember to support optimal organizational performance. This study uses a causality relationship research design to determine the most significant Model I and Model II to be applied to the University of Jember. The number of samples included in this study was 100 people representing 606 employees from 17 work units at the University of Jember. The tool for data analysis is a model test using the Smart PLS application version 3.0. The results of the study are as follows: 1. Model 1: namely compensation with a positive contribution to work motivation of R square 0.554 and a statistical T value of 2.012 and more then or equals to 0.2 and contribution F square is 0.115 (11.5%) and the significant value is P Value 0.045 more then or equals to 0.05. 2. Model II: (1) Compensation, work environment, promotion contribute positively to performance through work motivation of R Square 0.670 (67%) and Statistical T Value of 3.781 more then or equals to 0.2 and F square of 0.273 (27.3%) and a significant value of P Value 0.00 more then or equals to 0.05. (2) Promotion contributes positively to employee performance with a statistical T value of 9.964 more then or equals to 0.2 and F square 1.075 (10.75%) and a significant value of P Value of 0.00 more then or equals to 0.05. The suggestion of this research is that the University of Jember should focus more on providing compensation and promotions to improve employee performance through work motivation so that the goals of the Jember University Public Service Agency become efficient and effective.

**Keywords** - Compensation, Work Environment, Promotion, Motivation & Employee Performance

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## 1. INTRODUCTION

Employee performance is very important for the progress of an organization. The organization referred to in this study is the University of Jember, which has the status of a state university. The status of this state university must refer to government regulations. The problem of this research is obtained from the results of a performance evaluation based on the standard Decree of the Minister of Education and Culture of the Republic of Indonesia Number 455/M/2019 concerning Job Descriptions of the Ministry of Education and

Culture which has not achieved performance above 50% of the standard items of work for each type of work group carried out by 577 employees spread across 16 faculties and one unit at the Jember University head office. This is due, among other things: 1. The performance allowance (TUKIN) provided has not been adjusted in the last two one year. 2. The level of periodic salary increases is very small and does not meet employee expectations even though the salary amount is above the provisions set by the government, which has a direct impact on employee performance. 3. Some work units have not received complete and adequate facilities because the BLU is only in its initial stages at the University of Jember. 4. Promotion of employees needs to be planned continuously to achieve BLU in accordance with the targets and goals of the organization (University of Jember). Some work units have not received complete and adequate facilities because the BLU is only in its initial stages at the University of Jember. 4. Promotion of employees needs to be planned continuously to achieve BLU in accordance with the targets and goals of the organization (University of Jember). Some work units have not received complete and adequate facilities because the BLU is only in its initial stages at the University of Jember. 4. Promotion of employees needs to be planned continuously to achieve BLU in accordance with the targets and goals of the organization (University of Jember).

Based on the background of the problems above, the purpose of this study is to answer the formulation of the problem formed in the hypothesis in the first model and the second model as follows: (1) Predicted Model I: Compensation (X1), Work Environment (X2) and Promotion (X3) does not contribute to work motivation either individually or jointly with Jember University employees. (2) Allegedly Model II: Does Model II: Compensation (X1), Work Environment (X2) and Promotion (X3) do not contribute more to performance through Work Motivation (Z) both individually and collectively from Jember University employees. (3) It is suspected that model I and model II do not contribute significantly to employee performance through the work motivation of Jember University employees.

Based on the problem data above, researchers are very interested in examining the reasons why the performance indicator standards set by the country do not reach 50%. This is sought by researchers so that the University of Jember can obtain input data for improvement and the University of Jember can compete at the top in Jember Regency and even at the national level. As the opening sentence in the background of the problem above, it is clearly stated that the performance of employees greatly contributes positively to the progress of the organization. Therefore, if this performance problem is not resolved properly, the progress of the University of Jember will be hampered and the image of the University of Jember will be increasingly questioned by public stakeholders.

## 2. LITERATURE REVIEW

### Performance

Performance is the total output or outcome in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities and " job disk " given to him by the head of a particular agency. Meanwhile, Hasibuan (2001: 34) argues that performance is an output and or outcome achieved by a person in carrying out the tasks assigned to him based on his education, skill and job disk and his responsibilities.

### Compensation

Effect of Compensation on Employee Performance Simamora (2004) said that financial compensation is important for employees, because with this compensation they can meet their needs directly, especially their physiological needs. However, of course, employees also hope that the compensation they receive is in accordance with the sacrifices that have been given in non-financial form which is also very important for employees, especially for their career development. While Sundarsono (2008) and Surya (2011) from their research concluded that compensation has a positive and significant influence on employee

performance. According to Prawiro Sentono, 1999 employee performance will be good if paid or given wages according to the agreement.

### **Work Environment**

A comfortable impression of the work environment can reduce feelings of boredom and boredom at work. This convenience will certainly have an impact on increasing motivation and producing employee job satisfaction. Conversely, the discomfort from the work environment experienced by employees can be fatal, namely decreasing employee motivation and producing employee job dissatisfaction which affects employee performance at work.

Work environment. Gitosudarmo (2000: 151) states that the work environment is everything that exists around workers that can affect employees at work including lighting arrangements, noise control, workplace hygiene arrangements and workplace safety settings. A conducive work environment provides a sense of security and employees will work more optimally. The work environment will also affect employees' emotions. If employees like the work environment where they work, then employees will carry out their activities properly so that work time is used effectively. Employee work productivity is high then automatically employee work performance is also high. The work environment includes the working relationship between subordinates and superiors as well as the physical work environment where employees work.

### **Promotion**

According to Syafri Mangkuprawira (2003:168) "Promotion is the process of reassigning an employee to a higher job position. Based on the opinion of Mangkuprawira above, it can be concluded that promotion is a transfer of position/position or job/reassignment of an employee from a lower level to a higher level. With an increase in position, the duties, responsibilities, and authority will also increase. In general, promotion is also followed by an increase in salary or other facilities. The results of promotions carried out can shape employee behavior towards work which can increase employee morale properly.

According to Sedarmayanti (2009: 22) what is meant by the physical work environment is all physical conditions that exist around the workplace which can affect the work of employees either directly or indirectly.

The issue of promotion has a very important role in motivating its employees, also in order to meet the needs of the company's interests for its employees to be truly capable and master these new types of work. Employees who get promotions must meet the criteria that have been determined so as to facilitate the promotion of these employees. But from the observation of the author's research, especially at the Ciamis branch of Bank BJB, there are several cases of anomalies related to the promotion problem. In the policies set by the company, employees who will be promoted are determined based on the employee's years of service, employee education and the results of individual employee assessments. However, the reality is that this policy was ignored.

The results of research analysis from Hudaiyah (2011) that promotion and employee motivation contribute to employee performance by 58.2%. when viewed from the contribution of promotion itself by 28% of work motivation.

Promotion of the position will increase the work motivation of an employee because there is an award given by the institution as a sign of appreciation so that an employee does a better job in order to achieve the stated institutional goals, please compare with the opinion of Martoyo (2006: 71).

### **Work motivation**

Motivation is a factor that encourages a person to carry out a particular activity, while indicators of employee motivation according to Mangkunegara (2013: 111) include: hard work, future orientation, high level of aspirations, task/target orientation, effort to progress and persistence. While the motivational indicators according to Afandi (2018: 29) are remuneration, working conditions, work facilities, work performance, recognition from superiors and the work itself. Work motivation is a condition that influences arousing,

directing and maintaining behavior related to the work environment (McCormick, 1985:268 in Mangkunegara, 2005:94). This work motivation variable is operationally measured using 3 (three) indicators, namely: the need for achievement, safety need).

Work motivation is the expectation of a worker given by an institution that makes a worker more active to show his productivity. So the purpose of work motivation is to trigger a worker to do his best to be productive in doing his job because his expectations have been fulfilled by his institution.

### 3. RESEARCH METHOD

The research method in this paper is quantitative. The independent variables in this research are compensation, work environment, promotion, while the dependent variable is employee motivation and employee performance. The population and sample used in this research were 100 respondents from the University of Jember. The data collection method used in this paper consisted of questionnaires, interviews and literature studies, while the data analysis method used data analysis techniques with Smart PLS version 3.2.0 software to test research hypotheses.

#### Analysis of the Reliability and Validity of the Questionnaire Tool

The questionnaire tool used to collect primary data must be tested for reliability and validity so that the tool used does not have too many contradictory answers. The results of respondents' perceptions of answers that are contradictory will interfere with decision making and analysis to be determined. This is in line with the opinion of Sugiarto and Situnjuk (2006) that a questionnaire is said to be reliable or reliable if one's answers to statements are consistent from time to time.

In this study, the consistency of respondents' answers to the questionnaire provided for variables Y, X1, X2, X3 and Z can be seen from table 1 below.

**Table 1. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.914	0.919	0.940	0.796
Compensation (X1)	0.895	0.892	0.932	0.779
Work Environment (X2)	0.941	0.944	0.958	0.849
Work Motivation (Z)	0.947	0.953	0.962	0.864
Promotion (X3)	0.757	0.759	0.846	0.579

Source: Processed data

The range of Cronbach's Alpha values starts from Alpha > 0.70, then the reliability is sufficient ( Sufficient reliability ) up to the Alpha value > 0.80, the reliability is strong. The table above shows that the *Alpha* value on the questionnaire from the Employee Performance variable (Y) is 0.914, Compensation (X1) is 0.895, Work Environment (X2) is 0.941, Promotion is 0.757 and Work Motivation (Z) is 0.947. Based on the data above, the questionnaire used to obtain data from respondents is said to be reliable or reliable because one's answers about all the variables in this study are consistent from time to time.

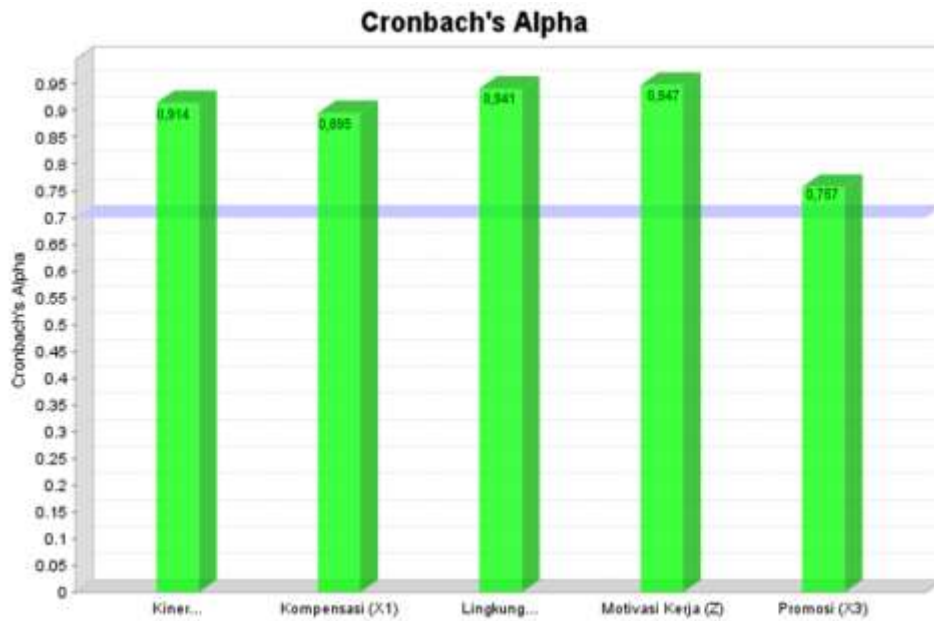


Figure 1: Cronbach's Alpha

Figure 1 above shows that the standard Cronbach alpha value is shown with a blue line located at number 0.7 and the Cronbach Alpha value in the graph above is 0.7.

a. Heterotrait-Monotrait Ratio

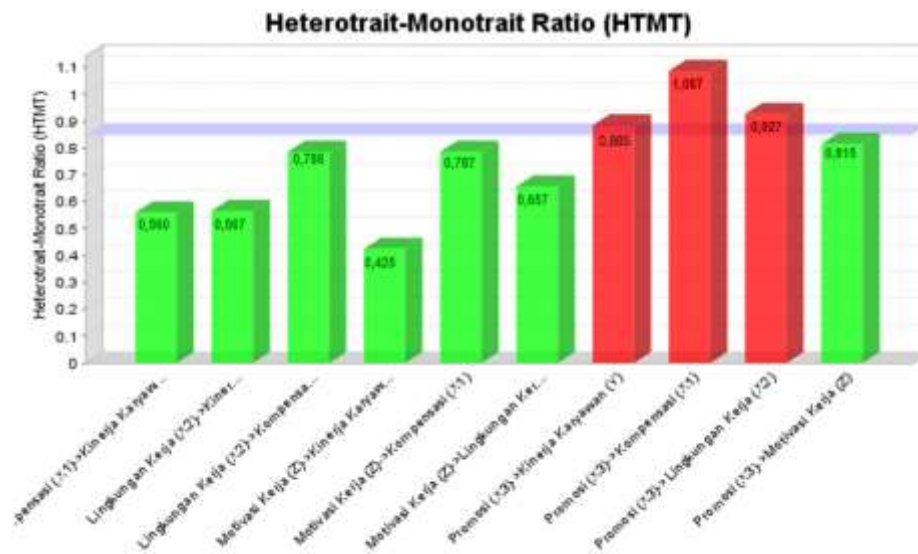


Figure 2: Heterotrait-Monotrait Ratio

Figure 2 above shows that there are three symptoms of multicollinearity in the regression model because the heterotrait-monotrait ratio values are 0.885 (0.9), 1.087 and 0.927  $\geq$  0.9 and the rest do not show symptoms of multicollinearity because the standard values are 0.9  $\leq$  0.425 to 0.815.

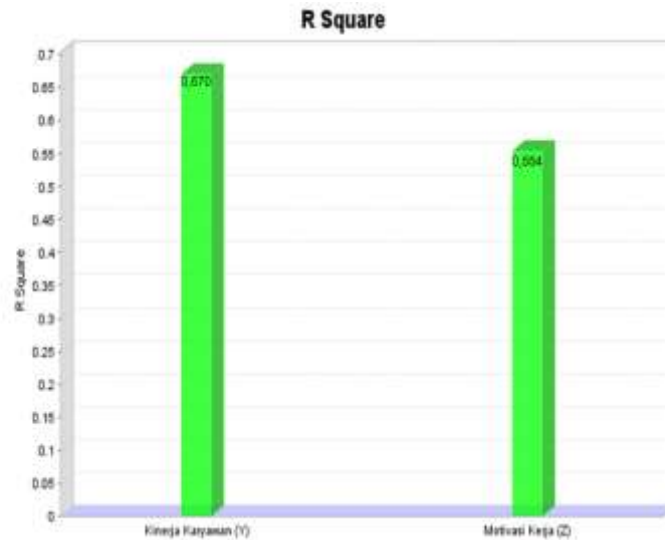


Figure 3. R squares

Figure 3 above shows that model I, namely compensation, work environment, and promotion to work motivation, contributed 0.554 or 55.4% while model II, namely compensation, work environment, promotion to performance through work motivation (Z) amounted to 0.670 or 67%.

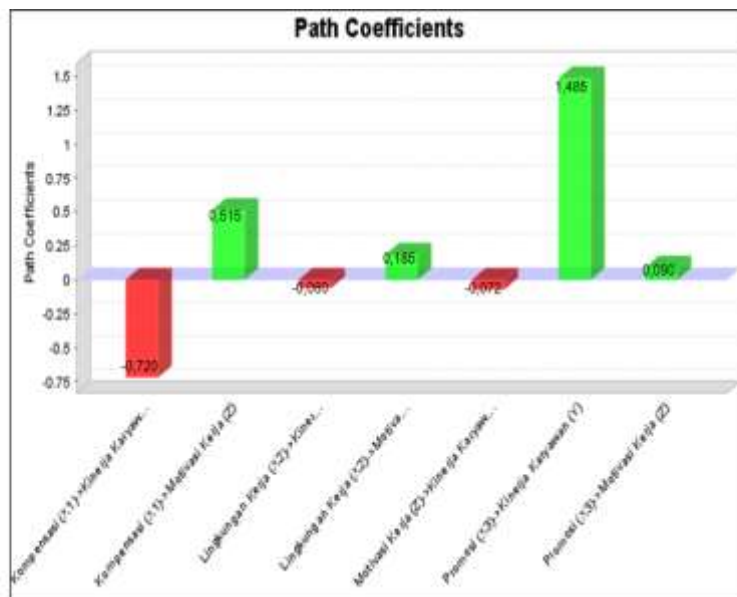


Figure 4: Path Coefficient

Contribution of Model I individually: Compensation (X1) to Work Motivation contributes positively by 0.515 (51.5%), Work Environment to Work Motivation by 0.185 (18.5%), Promotion to Work Motivation by 0.090 (9%). All independent variable contributions are positive. While model II, namely compensation for employee performance has a negative value of 0.720 (72%), work environment for employee performance has a negative value of 0.060 (6%), promotion to employee performance has a positive value of 1,485 (148.5%). The contribution of the second model contributes positively, namely promotion to performance, while compensation and the work environment contribute negatively.

Hypothesis test

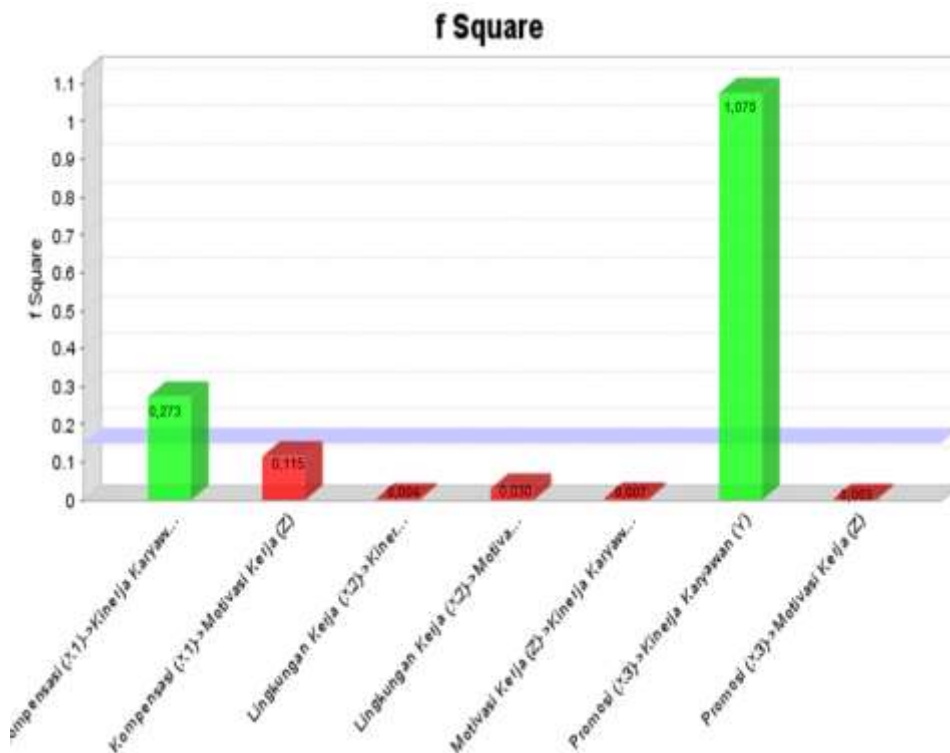


Figure 5: F Square

The f square image above shows that the f square standard is determined above  $\geq 0.2$ . This is indicated by the light blue line. This standard line is related to the T statistics in table 1.

Table 2. T-Values, P-Values

	T Statistics ( O/STDEV )	P Values	F Square	Model	Conclusion
Compensation (X1) -> Employee Performance (Y)	3,781	0.000	0.273	II	Significant
Compensation (X1) -> Work Motivation (Z)	2,012	0.045	0.115	I	Significant
Work Environment (X2) -> Employee Performance (Y)	0.475	0.635	0.004	II	Not significant
Work Environment (X2) -> Work Motivation (Z)	1,100	0.272	0.030	I	Not significant
Work Motivation (Z) -> Employee Performance (Y)	0.622	0.534	0.007	II	Not significant
Promotion (X3) -> Employee Performance	9,964	0.000	1075	II	Significant

(Y)					
Promotion (X3) -> Work Motivation (Z)	0.436	0.663	0.003	I	Not significant

Source: Processed Data

Table 2 above shows that: Hypothesis 1: compensation to work motivation is significant because P Value  $0.045 \geq 0.05$  and T statistics  $2.012 \geq 0.2$  and contribution F square is 0.115 (11.5%). while the work environment to work motivation has a T statistic of  $1.100 \leq 0.2$  and a p value of  $0.272 \leq 0.05$  and the contribution of F square is 0.030 (3%). Hypothesis 2: compensation for employee performance is significant because P Value is  $0.00 \geq 0.05$  and T Statistics is  $3.781 \geq 0.2$  and F square is 0.273 (27.3%). Promotion to employee performance is also significant because the P Value is  $0.00 \geq 0.05$  and the T statistic is  $9.964 \geq 0.2$  and F square 1.075 (10.75%). While the work environment to employee performance is not significant because the P value is  $0.635 \leq 0.05$  and the T statistic is  $0.475 \leq 0.2$  and the F square is 0.004 (4%) and work motivation is not significant because the P value is  $0.534 \geq 0.05$  and the T statistic is  $0.622 \leq 0.2$  and the F square is 0.007 (7%).

Based on the results of the hypothesis testing above, it can be concluded that model 1 is only one that is significant and contributes, namely compensation to work motivation with P Value  $0.000 \geq 0.05$  and T statistics  $2.012 \geq 0.2$  and the contribution of F square is 0.115 (11.5%). Meanwhile, model II: compensation for employee performance is significant because P Value is  $0.00 \geq 0.05$  and T Statistics is  $3.781 \geq 0.2$  and F square is 0.273 (27.3%). Promotion to employee performance is also significant because the P value is  $0.00 \geq 0.05$  and the T statistic is  $9.964 \geq 0.2$  and the F square is 1.075 (10.75%).

#### 4. Discussion

This discussion is based on the model image below:

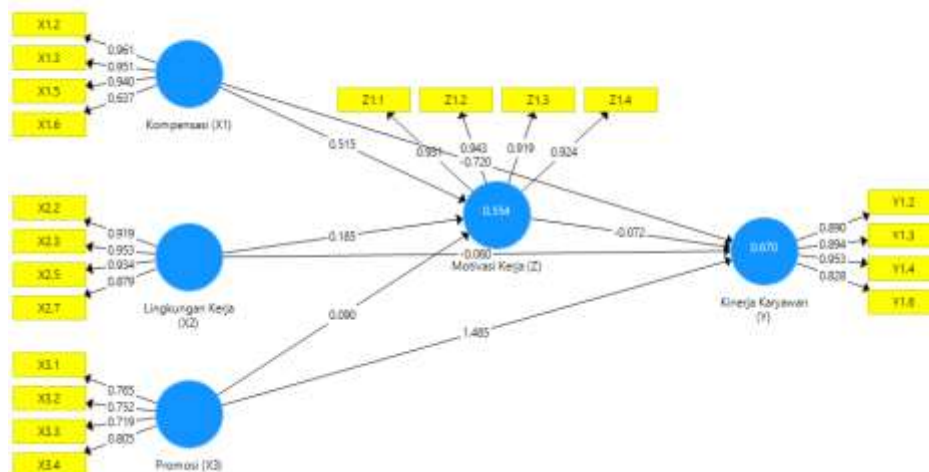


Figure 6: Research Model

The value of R Square model I, namely compensation, work environment and promotion to work motivation is 0.554 or 55.4%. R square is 55.4%, this is low because based on the results of the hypothesis test above, it can be concluded that model 1 is only one that is significant and has a positive contribution, namely compensation to work motivation with a P Value of  $0.000 \geq 0.05$  and T statistics  $2.012 \geq 0.2$  and its F square contribution 0.115 (11.5%). Model I shows that compensation contributes positively and significantly to work motivation because employees want rewards through compensation so that the work motivation of Jember University employees increasingly contributes to Jember University.



According to Rijalu Negash, Shimelis Zewude and Reta Megersa (2014:10) with the title "the effect of compensation on employees motivation: in Jimma University Academic Staff" published in the Basic Research Journal of Business Management and Accounts states that: "... in terms of employee need and imply that compensation may use generally valued by large number of respondents as the first most preference" . And it was added that: "the academic staffs were preferred recognition as the most motivating factors and benefit as the least motivating factors".

The research results of Dian Octavia and M. Havidz Aima, 2021: 205 state that: "compensation has a significant effect on motivation".

The two research results above are still related to the results of this study because compensation makes a positive contribution to the motivation of Jember University employees. This employee motivation is triggered by external motivation and not internal or intrinsic motivation. Employee motivation will decrease as compensation in the form of material and non-material is not given from the University of Jember. This external motivation must be balanced with intrinsic motivation by realizing that work is of a service nature and increasing self-development and developing responsibility as an individual's existence as a person who is useful to others. This utility value is meant as intrinsic motivation.

The value of R Square model II, namely compensation, work environment, promotion to performance through work motivation is 0.670 (67%). The R square value is high because the compensation for employee performance is significant because the P value is  $0.00 \geq 0.05$  and the T statistic is  $3.781 \geq 0.2$  and the F square is 0.273 (27.3%). Promotion to employee performance is also significant because the P value is  $0.00 \geq 0.05$  and the T statistic is  $9.964 \geq 0.2$  and the F square is 1.075 (10.75%).

According to the research results of Ni Made Nurcahyani and IGA Dewi Adnyani (2016: 500) states that compensation has a positive and significant effect on the performance of employees of PT Nyonya Meneer Semarang by 7.95% IGA and motivation has an effect on performance of 34.2% individually Dewi Adnyani (2016: 500) , Djamil MZ, Fibriadi, Dadan Zaenudin (2018:16). The results of another study published by Bibi, Palwasha, et al., (2017: 378) in an international journal stated that: "compensation and promotional opportunities had imperative relationship with employees retention.

The results of other studies state that: "partial compensation does not affect performance , Rinny, Puspita, Charles Bohlen Purba, and Unag Toto Handiman (2020:39), Herry, Mahmud Yusuf and Muhamad Rahmani Abduh. 2022:197.

Meanwhile, IGA Dewi Adnyani (2016: 500) states that the effect of compensation, motivation, and the work environment together on the performance of employees of PT Nyonya Meneer Semarang is 40%, Nunung Ristiana, (2012: v) the performance of teachers is not fixed at the SD/SD level. MI Kudus Regency; Alesca Ferronyca Rambe (2022: xvi), Dian Octavia and M. Havidz Aima, 2021: 205.

The results of the research above show that compensation, motivation, and work environment together on the performance of employees of PT Nyonya Meneer Semarang by 40%, while the results of this study are compensation, work environment and promotion on employee performance through work motivation of 0.670 (67%) but work motivation to employee performance is not significant because the P value is  $0.534 \geq 0.05$  and the T statistic is  $0.622 \leq 0.2$  and the F square is 0.007 (7%). The results of this study related to work motivation to employee performance are not significant, supported by research results from Rinny, Puspita, Charles Bohlen Purba, and Unag Toto Handiman (2020: 39), Herry, Mahmud Yusuf and Muhamad Rahmani Abduh. 2022: 197 which states that: "partial compensation does not affect performance ".

The conflicting results of research from various researchers about the contribution of work motivation to employee performance is interesting to study about intrinsic and extrinsic motivation. Workers are often triggered by extrinsic motivation because employees work to earn money rather than work as individuals who are useful. Work as an individual who is useful and responsible for other individual and social groups. On the other hand the organization has a purpose. Employees join because they have the same goals as the organization. Realizing the same goal, employees join a certain organization, namely the University of Jember. Therefore, the organization is obliged to make employees aware that work is not always synonymous with the motivation to get material in order to produce optimal performance but as individuals who are useful

to others, besides the organization making people aware of the nature of work an employee should follow the salary standards set by law regarding the distribution of compensation, promotions, and a comfortable work environment. In addition to the mandate of the law for workers in the three aspects mentioned, the organization is also more transparent in communicating organizational income and distributing it according to the performance produced for the organization, in this case the University of Jember. In addition to making the organization aware of the nature of work, an employee should follow the payroll standards set by law regarding the distribution of compensation, promotions and a comfortable work environment. In addition to the mandate of the law for workers in the three aspects mentioned, the organization is also more transparent in communicating organizational income and distributing it according to the performance produced for the organization, in this case the University of Jember. In addition to making the organization aware of the nature of work, an employee should follow the payroll standards set by law regarding the distribution of compensation, promotions and a comfortable work environment. In addition to the mandate of the law for workers in the three aspects mentioned, the organization is also more transparent in communicating organizational income and distributing it according to the performance produced for the organization, in this case the University of Jember.

## 5. Conclusion and Acknowledgments

The conclusions and suggestions of this study are as follows:

Model I: (1). Compensation has a positive contribution to work motivation of R square 0.554 and a statistical T value of 2.012 and  $\geq 0.2$  and its F square contribution is 0.115 (11.5%) and a significant value is P Value  $0.045 \geq 0.05$ . (2) both work environment to motivation and promotion to work motivation are not significant in this study.

Model II: (1) Compensation, work environment, promotions contribute positively to performance through work motivation of R Square 0.670 (67%) and Statistical T Value of  $3.781 \geq 0.2$  and F square of 0.273 (27.3%) and a significant value of P Value  $0.00 \geq 0.05$ . (2) Promotion contributes positively to employee performance with a statistical T value of  $9.964 \geq 0.2$  and F square 1.075 (10.75%) and a significant value of P Value of  $0.00 \geq 0.05$ . (3) work environment to employee performance is not significant in this study.

The suggestion proposed in this study is that the University of Jember focuses more on compensation and promotion variables to improve performance through work motivation so that the goals of the Public Service Agency (BLU) can be realized more efficiently and effectively.

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## **INFO**

**Corresponding Author: [Budianto Silalahi](#), Student of Master Degree of Management Study Program, Faculty of Economics and Business, University of Jember, Indonesia.**

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