

THE EFFECT OF COMPENSATION, CREATIVITY AND WORK SATISFACTION ON THE PERFORMANCE OF TANGERANG CITY LECTURERS

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Abstract

The background of this research is to find out how the influence of k compensation, creativity, and job satisfaction on the performance of lecturers in the city of Tangerang, there are many variables that can affect the performance of lecturers. On this research raises the variable compensation, creativity dan job satisfaction. The research method used in this study was to use quantitative methods using a test tool in the form of a questionnaire on 271 respondents who were randomly selected with a questionnaire tool to get accurate and accountable primary data. In some big cities, the performance of lecturers is influenced by several variables, such as compensation from honors paid. In a big city like DKI Jakarta, which has a high UMR value, it is very important to affect performance, not much different from the UMR of Tangerang city, the relationships in the same direction because the greater the lecturer's honor, the higher the level of lecturer performance. This study aims to obtain information about the effect of compensation, creativity, and job satisfaction on lecturer performance. This research is an associative quantitative study. The study was conducted by survey method with data from questionnaires.

Keywords: Compensation, Creativity, Job Satisfaction, Lecturer Performance, Tangerang City.

1. INTRODUCTION

In a job, job satisfaction is one of the variables that is very much considered by workers or employees, therefore in this study raised several variables, one of which is job satisfaction creativity and performance compensation which is used as a key variable or Bound variables will be variables that can find out job satisfaction creativity and compensation of lecturers in the city of Tangerang o Therefore, with this research, it will be able to contribute suggestions

or thoughts because it can be used as a basis for use on Tangerang city campuses as compensation in order to improve the performance of lecturers on the campus (Amin, 2020).

The method used in this research is a quantitative method by conducting field studies in the form of surveys and providing questionnaires to lecturers in Tangerang city in order to improve their performance by being influenced by several variables that have been made previously, therefore by using a questionnaire survey tool, they will be able to find out real data in the field so that the data can be accounted for. (Saban et al., 2020) .

The problem raised in this study is how to improve the performance of lecturers in the city of Tangerang to provide the best for job dedication as lecturers, the things that affect them are the variables of compensation and job satisfaction. Whether job satisfaction affects lecturer performance Whether creativity affects lecturer performance and whether compensation affects lecturer performance with this volume will be known through the data done by consumers mentioned by researchers to lecturers in Tangerang city (Md. Sahidur Rahman et al., 2020).

In this study, we will produce a data that will be given to produce future research with this data, we can find out whether the variables that affect the performance of lecturers in Tangerang city with this data can correct deficiencies in order to improve the situation in the future and can be used as research material for further research (Putri & Wardi, 2020).

2. METHOD

To increase job satisfaction and employee performance, agencies need to pay attention to factors that can affect job satisfaction, one of which is motivation, even though motivation has not been maximized, management must provide opportunities for permanent employees to provide good performance to be more enthusiastic at work. Meanwhile, the compensation variable provided does not affect job satisfaction and employee performance. Management needs to compensate more for that of its employees. Such as providing competent and high-quality employees and teachers with the opportunity to be appointed as permanent employees as compensation according to their performance. Compensation that can be given such as health insurance or entertainment (mutual entertainment), in addition to increasing employee job satisfaction and performance will be better because employees feel that their work is valued. The satisfaction obtained will create loyalty at SMK Medika Samarinda (, 2020 Approved by: Office of Academic Affairs August 26, 2020).

Based on the results of data analysis and the results of testing all variables (compensation, supervisor support, job satisfaction, and employee retention) to employees at PT Pradu, we can conclude as follows: 1. Compensation affects employee job satisfaction at PT Pradu. This means that the more competitive the type of compensation provided will increase employee job satisfaction. 2. Supervisor support affects job satisfaction. With guidance, support, and cooperation from direct superiors, it will increase enthusiasm and motivation so as to create job satisfaction for employees at PT Pradu. 3. Job satisfaction affects employee retention. This means that if PT Pradu employees feel satisfaction at work, the employee retention rate will

increase so that it has a big impact on achieving company goals. 4. Compensation has no effect on employee retention at PT Pradu. Although the compensation is already competitive, it does not have a direct impact on the employee's desire to stay in the company for a long period of time. The presence of factors that directly affect employee retention beyond compensation. 5. Supervisor support has no effect on retention (Ngo et al., 2020).

The conclusion is that the impact on performance on salary and career development that is a concern for employees' tenure and promotion of positions is a value of trust for employees. The existence of a sufficient influence on performance is that the standard of employee competence in career development is good and appropriate because it has paid attention to the employee's educational background, so promotion is based on the formation needs and work performance of employees (Eisele, 2020).

Leadership has a significant effect on work motivation and performance. Compensation has no effect on work motivation, but compensation has a significant effect on performance. Work motivation has a significant effect on employee performance. Work motivation does not mediate the influence of leadership and compensation on work performance. The most significant total influence is the influence of leadership on work performance through motivational pathways. The findings recommend that leaders motivate their subordinates through various learning techniques about cooperative policy programs to improve employee performance. The involvement of subordinates in decision-making, and establishing a good relationship is very important. Cooperative managers should improve interpersonal communication skills with employees, work partners and other business partners. Managers should consider paying attention by providing non-financial rewards such as health insurance, rewards to outstanding managers, and financial compensation such as bonuses and family benefits and other benefits. To increase the trust of members, it requires high-motivational efforts from managers. Cooperative managers should also improve cooperative knowledge of good corporate governance (Hassan et al., 2020).

Creativity that can increase and monitor feedback from the working environment that leads to high performance, Consequently, it is important for managers to understand that salary increases alone are not enough to improve performance, it is necessary to develop non-financial compensation agreements. In addition, it is very important to implement a training system capable of transferring knowledge in which trainees positively view the provision of such training designs, and openly obtain constructive feedback. At the same time, employees must have the initiative to learn. In addition, managers must give autonomy to employees to be creative in their environment (Soetjipto & Supriyanto, 2020).

Related will have higher quality (i.e., job satisfaction and higher job performance). This argument is particularly relevant in the case of knowledge characteristics because work that demands a high level of speed, problem solving, skills, and specialization requires employees to be more careful about the demands of the job; in such cases, workers who attach more importance to these characteristics tend to perform work more carefully and achieve better job performance (Lam et al., 2020).

This research has many aspects that affect the significant and positive relationship between job satisfaction and employee performance. From the findings obtained, most employees agree that his current job is more interesting than other jobs. They also like their work very much and find it fun. The employees also agree that the job they currently have is better than other jobs elsewhere and feel satisfied with the work. Therefore, maintaining employee comfort is important for the organization because satisfied employees will be more productive, more loyal, and less likely to leave their jobs can improve performance positively (Journal, 2020).

The influence of motivation on the leader is very significant because the existence of the leader is one of the spearheads of success in organizing. Work motivation can be built by training, promotion, awarding of responsibilities, awards (awarding a charter for achievements, incentives for achievements, awarding certificates based on employee loyalty), and recognition (salary increase, promotion, announcement on the official PH website for outstanding employees). So, employees have a mental drive to do their job well for the sake of achieving goals. Human resource management in PH. Universities need to provide boundaries and explain social norms such as how attitudes and actions should be taken in dealing with students, then with the level of discipline a lecturer can influence how much compensation will be received (Omar et al., 2020).

OYO Homes & Hotels has created huge benefits for their workforce to enjoy such as health benefits and childcare facility benefits. To improve the skill development of employees to better serve customers, OYO Homes & Hotels has held a skills training institute in Gurgaon to further enhance and create a good bond among employees. Therefore, building an important work environment aims for better job satisfaction among the workforce of OYO Homes & Hotel (Bayona et al., 2020).

The role of job satisfaction as a compensation mediation to employee performance has proven to have no effect either partially or simultaneously. Meanwhile, job satisfaction as an intermediary in the work environment and employee performance has proven positive and significant. This shows that the work environment can improve employee performance both directly and indirectly through job satisfaction (Hankir, 2020).

The purpose and objective of this study was to find out the factors that help improve employee performance while working at Karachi University. To improve the performance and job satisfaction of employees who experience stress, management must provide a platform / rank / authority to employees and support them, then a different reward system must be established in the organization to be a motivation (Susanto & Siswoyo Haryono, 2020).

The result distinguishes between individual creativity and social creativity. The implication of the findings for organizations is that some people may be socially creative but not individually creative and these employees can become worthless and even not recognized by management (Saehu et al., 2021).

Our research has several managerial implications. First, by ensuring that the role of mindfulness helps in fostering creative process engagement and employee creativity how employees can improve work performance and help employees grow developing their

creativity through awareness in the workplace. Second, organizations should encourage employees to engage in creative processes, a mechanism that can transfer employee awareness to improve employee creativity and subsequent job performance (Tj et al., 2021).

This study will show that the transfer of knowledge between professors, students, and sponsoring companies relies on the intellectual property of the professors and students in collaborative projects with industry partners. The study seeks to promote fair and decent compensation for professors leading to higher job satisfaction (Rosalia et al., 2020).

The size of employee performance is influenced by compensation, organizational culture and work discipline in employees positively at Andalas University Hospital. To improve the performance of employees of Andalas University Hospital, namely by improving work discipline for employees, improving compensation and strengthening the organizational culture of Andalas Padang University Hospital (Tsekeris & Voß, 2009).

The results of these experiments will encourage them to bind emotional Intelligence to achieve the desired goal. Emotional intelligence is essential for managers to be effective transformational leaders, by ensuring creativity and maintaining above-average job performance. This implies that organizations should invest in emotional Intelligence training and development programs on Transformational Leadership, creativity, and performance. Then it will result in tremendous growth in employee work performance. In addition, it is necessary to advocate and compensate creative employees. In addition, this study provides managers with significant insight that they should develop their emotional Intelligence abilities to advance the abilities of transformational leaders (Arman Syah Putra, 2019).

Work culture through job satisfaction has a positive effect and does not have a significant effect on employee performance. The application of work culture has been applied by employees to realize job satisfaction, but there are differences seen from employees in realizing work culture because there are differences in the habits of each employee at work, which indirectly affects four-star performance. hotel employees in South Sulawesi (Putra, Warnars, Gaol, et al., 2019).

The management and foundation have provided a fixed basic salary. However, lecturers have more opportunities to increase the amount of compensation they will receive through teaching hours, creating ISBN textbooks, and producing national and international journals. If the lecturer is active in the tridarma of higher education. Furthermore, the feeling of job satisfaction in I3M polytechnic employees almost states varied. Some employees state that the provision of compensation is considered capable of satisfying employees. However, for employees who occupy structural positions, it is considered that the remuneration received is not as expected (Putra & Pembangunan, 2020).

Awards for employee contributions can be in the form of salary based on employment, incentives, ownership, profit dividends, profit sharing, and team awards (Son, Leslie, et al., 2020). In Ex. Kawedanan Boja district, Kendal, in addition to salary, employees also get incentives in the form of performance-based income recovery benefits. The results showed that compensation had a positive and significant effect on performance. Compensation that is proven to correlate with performance is incentives in the form of financial compensation and

vacation facilities for employees for non-financial. This is reinforced by an organizational culture that values the work of employees and the attention of leaders to employees (Putra, Warnars, Abbas, et al., 2019).

The discussion of research findings shows various conclusions related to: 1. that there is a fairly close relationship / relationship between the variables Competence (X1), and Compensation (X2) with Lecturer Performance (Y) at Nakhdatul Ulama University Cirebon 2. That there is a significant influence of the Competency variable (X1) on the Performance of Lecturers (Y) at Nakhdatul Ulama University Cirebon (Putra, Novitasari, et al., 2020). 3. That there is a significant influence of the Compensation Variable (X2) on the Performance of Lecturers (Y) at Nakhdatul Ulama University Cirebon. 4. That there is a significant influence of the variables Competence (X1), and Compensation (X2) on the Performance of Lecturers (Y) at Nakhdatul Ulama University Cirebon (Putra & Warnars, 2019).

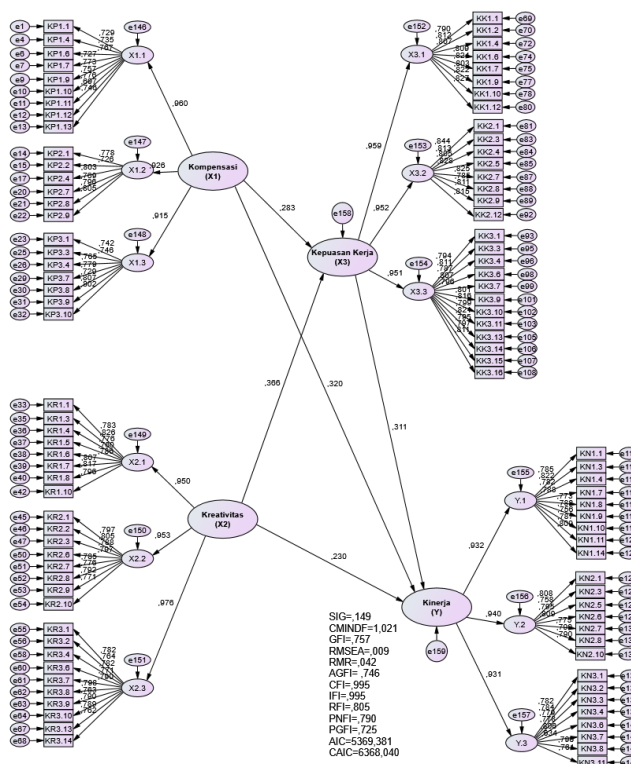
This research found that there is an influence of transformational leadership on work, work competence and compensation together on the work motivation of lecturers (Putra, 2020). The work competency factor has a dominant influence on work motivation. To increase the work motivation of lecturers, universities and related management need to improve the competence of lecturers and together also try to foster the enthusiasm or motivation of lecturers' work and provide compensation that applies in accordance with government regulations (Putra, 2019). This research found that there is an influence of transformational work leadership, work competence, compensation and work motivation on lecturer performance. The work motivation factor is the dominant factor that affects the performance of lecturers in the DKI Jakarta Maritime University. In order to improve the performance of lecturers at the DKI Jakarta Maritime University and related management, they should pay attention to and increase the work motivation of lecturers and followed by increasing transformational leadership in work, growing competence, and increasing compensation so that lecturers feel their great enthusiasm and motivation and will ultimately improve lecturer performance in carrying out tasks (Putra et al., 2021).

3. RESULTS AND DISCUSSION

This research was conducted at five private universities in Tangerang City under LLDIKTI Region IV West Java, while the sampling technique in this study was using a simple random sampling technique. With a sample in this study totaling 271 lecturers. The items of the statement in the research questionnaire are compiled in the form of positive or negative questions. In measuring variables is done using the Likert scale. The procedure for measuring as follows, respondents are asked to express their approval or disapproval of the questions asked by the study on the basis of the perceptions of each respondent (Dewi et al., 2021).

Name Higher Education	Total Population	Research Samples
Raharja University	334	107
Muhammadiyah University	117	38
Sheikh Yusuf Islamic University	264	85
Tangerang Raya University	94	30
ASM STIE BISMA LEPISI	33	11
Subtotals	842	271

The SEM full model is performed using SPSS AMOS 23 software. Direct effect and indirect effect testing on the research model is carried out by looking at the value of the path coefficient on each research hypothesis path and continued with the t test and sobel test (z) to determine the value of the path coefficient or nilai influence in significant categories. The results of the SEM full Model calculation can be seen in the following table:



A. Construct Reliability

It is known that the Construct Reliability value of all latent variables of the study > 0.7 and the Average Variance Extracted (AVE) Value > 0.5 . Then it can be concluded that the entire indicator that measures / forms latent variables has a good reliability. Thus, all indicators of each latent variable in the measurement model are consistent in measuring their latent variables, so that the measurement model can be used to answer the research hypothesis.

Table 3.1: Construct Reliability and Average Variance Extracted (AVE)

	CR	AVE	Sum Items	Information
Compensation (X1)	0,953	0,872	22	Reliable
Creativity (X2)	0,972	0,921	26	Reliable
Job Satisfaction (X3)	0,969	0,914	27	Reliable
Performance (Y)	0,956	0,879	24	Reliable

CR = Construct Reliability, a good CR value ≥ 0.70

AVE = Variance Extracted, good VE value ≥ 0.50

B. Evaluate THE SEM model

Table 3. 2: Correlation between latent variables and Square Root AVE

	AVE	X1	X2	X3	Y
Kompensasi_X1	0,872	0,934			
Kreativitas_X2	0,921	0,256***	0,959		
Kepuasan_Kerja_X3	0,914	0,362***	0,422***	0,956	
Kinerja_Y	0,879	0,476***	0,427***	0,513***	0,938

Based on the table of correlation values of the latent variable Compensation (\sqrt{AVE}) with other latent variables of 0.256; 0.362; 0.476 less than the value of the square root value of the Average Variance Extracted (Compensation X1 of 0.934; correlation value of latent variable Creativity with other latent variables of 0.256; 0.422; 0.427 is smaller than the value of the square root value of Average Variance Extracted (Creativity of 0.959; \sqrt{AVE}) the correlation value of the latent variable Job Satisfaction with other latent variables of 0.362; 0.422; 0.513 is smaller than the value of the square root value of Average Variance Extracted (Job Satisfaction of 0.956; and the correlation value of the latent variable Performance (\sqrt{AVE}) with other latent variables of 0.476; 0.427; 0.513; smaller than the value of the square root value of Average Variance Extracted (Performance \sqrt{AVE}) by 0.938. This can be interpreted to mean that each latent variable has a good discriminant validity, because the entire value of the correlation between latens is lower than the square root value of the Average Variance Extracted (in each latent variable. Thus, it can be concluded that the overall latent variables in this study are quite unique and are able to capture the measured phenomena. \sqrt{AVE})

Table 3.3: Test the Hypothesis Summary of hypothesis testing results

Direct Influence	Standardized Estimate (Line Coefficient)	C.R. (t-count)	t-table	Test Decisions
X ₁ against Y	0,320	5,078	1,96	H ₀ is rejected, H ₁ is accepted. There is a positive direct influence of X ₁ on Y
X ₂ against Y	0,230	3,783	1,96	H ₀ is rejected, H ₁ is accepted. There is a direct positive influence of X ₂ on Y
X ₃ against Y	0,311	4,751	1,96	H ₀ is rejected, H ₁ is accepted. There is a positive direct influence of X ₃ on Y
X ₁ to X ₃	0,283	4,512	1,96	H ₀ is rejected, H ₁ is accepted. There is a positive direct influence of X ₁ against X ₃
X ₂ against X ₃	0,366	5,754	1,96	H ₀ is rejected, H ₁ is accepted. There is a positive direct influence of X ₂ against X ₃
Indirect Influence	Standardized Estimate (Line Coefficient)	z-count	z-table	Test Decisions
X ₁ against Y through X ₃	0,088	3,268	1,96	H ₀ is rejected, H ₁ is accepted. There is a positive direct influence of X ₁ on Y through X ₃
X ₂ against Y through X ₃	0,114	3,647	1,96	H ₀ is rejected, H ₁ is accepted. There is a positive direct influence of X ₂ on Y through X ₃

Based on the table above, it can be explained the direct and non-lagsung influences as follows:

1. Compensation (X1) has a direct positive effect on Performance (Y) of 0.320 or 32.0%
2. Creativity (X2) has a direct positive effect on Performance (Y) of 0.230 or 23.0%
3. Job Satisfaction (X3) has a direct positive effect on Performance (Y) of 0.311 or 31.1%
4. Compensation (X1) has a direct positive effect on Job Satisfaction (X3) of 0.283 or 28.3%
5. Creativity (X2) has a direct positive effect on Job Satisfaction (X3) of 0.366 or 36.6%
6. Compensation (X1) has a positive indirect effect on Performance (Y) through Job Satisfaction (X3) of 0.088 or 8.8%
7. Creativity (X2) has a positive indirect effect on Performance (Y) through Job Satisfaction (X3) of 0.114 or 11.4%

The results of the study (Griffin, 2013) found that nonfinancial compensation was applied by tangerang city universities. Likewise with the results of the research (Adibah Abdul Kdir et al, 2019) Lecturers get benefits, incentives to promotion of positions based on merit, therefore lecturers get welfare good enough to support their performance in addition to getting financial compensation and also getting nonfinancial compensation. This research is also the same as (Abdul Hameed, 2014) the existence of indirect compensation, awards and some benefits. The reward system given by the campus to encourage the performance of lecturers includes compensation provided by the campus in addition to being in the form of finances including basic teaching salary, transportation honors and home-based money. (Esmat Taherkhani, 2015) The purpose of this study was to test the creativity of teachers in superior schools. It is assumed that if a lecturer is equipped with good technological means, the lecturer can think creatively and develop competencies. In line with the results of previous research according to (Rhini Fatmasari et al, 2017) lecturers who have high creativity, which is supported based on their competence, tend to have high performance because it encourages lecturers to create new creativity in accordance with the competencies they have. Ini seems to be in line with the findings (Mohammed Inuwa, 2016) that universities formulate policies on promotion, salary, training and other factors related to employee performance in colleges. Studies that are believed that expectations are in accordance with reality then give rise to job satisfaction. The results of this study are relevant to the research (Periansyah Zainudin, 2016). To improve performance that it is necessary to improve the competence, motivation, commitment, and job satisfaction of lecturers. (Christian Brück et al, 2020) investigating the effect of compensation on creative performance (i.e. the quantity and creativity of ideas) found that there is a self-determined acceptance of compensation actually generating more ideas. Menurut (Pham Thi Lien ,2017) job satisfaction including gaji allowance in return, pengakuan, and kcommunication have an influential relationship with lecturer satisfaction. This means that other factors such as job security, work environment, benefits and supervision also have an influence on job satisfaction.

CONCLUSION

There is a direct positive influence of creativity on the performance of lecturers. This means that the performance of Tangerang city lecturers will increase if their creativity increases. To increase creativity, it is necessary to provide motivation, both from outside and from within the lecturer. Being shown by knowing how to provide problem-solving solutions is one of the indicators of motivation. Having the ability to solve problems is the dominant indicator to affect the performance of lecturers. There is a direct positive effect of compensation on lecturer performance. This means that with the increase in compensation for lecturers in Tangerang city, it can improve the performance of lecturers. There is a direct positive effect of job satisfaction on performance. Thus, the higher job satisfaction received by lecturers can improve the performance of dosen Tangerang city. Job satisfaction felt by lecturers is not only the salary received, but rather the award. In addition, the job satisfaction that lecturers expect is an opportunity for them to take part in training related to their competencies. The compensation that is the main finding of this study is compensation for the salary received by lecturers. There is a direct positive influence of lecturer creativity on lecturer job satisfaction.

Thus, to increase job satisfaction of lecturers, it can be done by increasing creativity. There is a direct positive effect of compensation on job satisfaction. This means that if compensation is increased, it can increase job satisfaction of Tangerang city lecturers. There is a direct positive influence of creativity on job satisfaction. This means that to increase job satisfaction can be done by increasing creativity towards Tangerang city lecturers.

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