

The Impact of Compensation and Training on Organizational Performance: The Mediating Role of Employee Performance During Covid

Ume Sumayya¹, Sumaiya Tariq², Adnan Butt³

¹Assistant Professor, Business Administration, IQRA University, sumayya@iqra.edu.pk

²MS. Scholar, IQRA University, Karachi, ksumaiyat@gmail.com

³ Sr. Assistant Professor, Management Sciences Department, Bahira University, adnanbutt78@gmail.com

ARTICLE DETAILS	ABSTRACT
<p>History <i>Received: April 2022</i> <i>Available online: June 2022</i></p> <hr/> <p>Keywords <i>Compensation</i> <i>Training</i> <i>Organizational Performance</i> <i>Employee Performance</i> <i>Covid</i></p>	<p>Purpose: This study aims to measure the impact of compensation and training on organization performance along with the mediating role of employee performance during Pandemic COVID-19.</p> <p>Methodology: This study was done by survey-based simple questionnaire drafted through google forms and in the entire research quantitative approach has been incorporated. Whereas, for the data collection two methods namely primary and secondary were used among which the questionnaire filled were primary methods. Furthermore, this quantitative research was conducted with a population of 231 people and a sample of 149 respondents with a non-convenience sampling method adopted to gather data from respondents.</p> <p>Findings: After statistical tests for hypothesis testing, the study found that two hypotheses H2–the considerable impact of training on organizational performance and H4 – the significant impact of salary on employee performance were accepted.</p> <p>Conclusion: The compensation provided to employees either financial or non-financial plays a key role in retaining employees’ self-confidence reducing their turn over and motivating them to work hard which ultimately benefits the firm. Training on the other hand is a crucial step towards the development, betterment, and growth of the organization as a well-trained and up-to-date workforce guarantees a successful organization. Thus, it is concluded that employee training and compensation impart an important role in the growth of employees and the organization.</p>

This is an open-access article distributed under the [Creative Commons Attribution License 4.0](https://creativecommons.org/licenses/by/4.0/)



1. Introduction

The organization always strives to accomplish the goal communicated by the top management. The main goals of the organization relied on employee welfare productivity, profit, and growth. However, in the entire process, the HR role is highly significant. There is a proper alignment between all the practices is very important to accomplish a high rate of business success. It is even stated by Alhashedi (2021) that the supervisor and subordinate's appraisal systems are not the same as those working at the lower level. Based on these prospects the performance of the organization got affected. Therefore, the company should have to focus on performance. It is very important to give attention to employee performance including job satisfaction, and work motivation, and the most important one is compensation. It is the reason that the setting of the compensation goal is very important to create a more comprehensive and indulging image in the market. Good compensation is essential to determine to improve the performance of workers.

It is denoted by Ndongue (2017) that the sustained market image the organization has to focus on the setting a good compensation plan. It is due to the reason that an organization always accomplishes its business goal of the workforce is participative or engaged. The role of HR, therefore, is highly pivotal for organizational effectiveness. In addition to this, the study findings have indicated that organizational competitiveness is based vital ingredient called compensation. It means that within an organization compensation plays an integral role in order attract and retaining high-yielding workers. It means that the settlement of the good compensation may create a great influence on the effectiveness of the organization. Moreover, during the implementation of the reward system, it is highly significant to pay attention to the specific behavior that must be consistent with the organization's strategic goals (Orakwe, 2021).

Compensation is given in the monetary aspects to the workers against their duties in a specific organization (He, 2019). In addition to this, it is evident that the organization merely focuses on the total compensation prospect to gain the compensation (Garcia-Zamor, 2013). It means that those workers fail to recognize the fact that compensation is a good package for them. It is denoted by Salman (2018) that job satisfaction shows a direct association with the organization's cooperation, involvement, and motivation. A good reward management system at the company also increases the working tendency of an individual. However, on the same side, the significance of the motivation and workplace environment cannot be ignored in any manner. It is denoted by Esthi (2021) that motivation is always a key component that increases the working credibility of an individual.

It is further highlighted that employees are the most valuable source of the company that impacts directly on the firm performance and its competitive edge. Moreover, Safyan (2021) argued that an effective remuneration system always strikes a good balancing approach between work and pay. This eventually become one of the motivations for the organization. It is even indicated that motivated workers will always have a greater level of satisfaction at the job and they always work hard to have more successful results. However, the main point of concern is that the byproduct associated with the compensation is poorly managed and due to that the time performance got affected badly. Therefore, the problem the researcher intends to investigate is to understand what is the effect of compensation, and training in the workplace on organizational performance by viewing the mediating role of employee performance during covid-19

The study motive is to identify and evaluate the compensation, and training on the organizational performance by monitoring the role of performance of working in the phase of Covid-19. The research basically has the duty to give understanding into the impact of remuneration, inspiration, and the climate of the work environment on hierarchical execution by observing the intervening part of worker performance execution during Coronavirus. After the examination, discoveries will likewise fill in as a kind of perspective hotspot for additional investigation into the field of remuneration by future analysts and how the presence of the factor, for example, inspiration is liable for executing good pay strategies.

2. Literature Review

This section is about the contextual review of compensation, also the theoretical review was discussed along with hypotheses development, empirical review, and conceptual framework.

The role of compensation is very prominently highlighted in creating job satisfaction. It increases worker morale and enables people to work with full dedication. It increases the organizational credibility to accomplish the sound and sustained business needs. It is claimed by Kurnia (2020) that motivation is a very essential tool that plays a continuous effort in the survival and growth of the company. It becomes the major aspect to create a sense of satisfaction and contended among workers. It increases the level of performance and chance for success as well. Moreover, do (2018) highlighted that the working environment also entails a positive impact on the productivity of workers. It influenced the safety, health, comfort, and morale of workers. In addition to this, an unfavorable and also improper working context always increases the stress level among workers. The study also has highlighted that some of the factors such as air quality, noise, and working conditions always create a positive impact on productivity. A study also conducted by Hung (2018) has stated that the different physical environment factor tends to create an effect on the employee productivity, perception, and behavior.

The 2019 coronavirus pandemic (COVID-19), according to Kurnia, Azizah, and Suhendra (2020), is a disease caused by severe acute respiratory syndrome coronavirus 2. On March 2, 2020, positive COVID-19 instances were discovered in Indonesia. It has already spread to 34 Indonesian provinces, with DKI Jakarta, East Java, and Central Java being the most affected. In Indonesia, there are 287,008 positive cases, 214,947 people who have recovered from Covid-19, and 10,740 persons who have died. The impact of Covid-19 extends to the banking sector in Indonesia, particularly Islamic banking. During the COVID-19 epidemic, Bank BJB Syariah was one of the banks that was affected. BJBS is seeing a drop in organizational productivity as a result of poor staff performance.

It portrayed information that the reward earning behavior is found to be repeated. It means that a sense of acknowledgment is very important for workers to perform in an effective and sound way. It increases the sense of accomplishment for the workers. The reward reinforcement is very important to keep under consideration (He, 2019). Based on this, theory uniformity and equity in the pay structure are very important for workers. If workers are not paid fairly, they will not work or perform in an adequate manner which also creates a negative impact on the business performance and it even results in high turnover and low productivity. Moreover, Pang (2018) stated that the compensation system must have to comply with three aspects of equity internal, external and individual. Internal equity ensures that the pay structure is fair and complies with the work nature. External equity ensures that the pay structure is fair to the others working in the same

sector. Individual equity ensures that the pay structure is the same among those who are working in the same firm.

It is indicated by Soraya (2021) that there is a strong association exists between the worker's performance, motivation, and compensation. All of these variables are influential for the sound growth and development of the study. Moreover, the following study has adopted that quantitative method to analyze the impact among each. Also, the regression analysis was applied over the sample size of 220 people that have ensured that a good compensation scale always has a positive influence on the worker performance.

It is stated by Safuan & Kurnia (2021) that during the covid-19 the compensation system of the organizations got impacted very badly. The following research work was based on the context analysis where with the help of literature review study key findings have clearly indicated that the pay structure got fluctuation during the lockdown. Financial compensation always acts as a catalyst procedure for the companies. It creates a dominant impact on the business performance and makes it more inductive and coercive for the sound growth and development of the workers. Findings even have revealed the poor pay structure has impacted badly on the firm performance because it has decreased the level of motivation and morale among workers.

2.1. Impact of Compensation on Organizational Performance

Setting the compensation is very important because it helps in order to motivate the workers. The compensation importance is essential to analyze in order to enhance the credibility of the workers. It is even stated by Hung (2018) that a motivated worker always leads to good organizational performance in an effective and sound manner.

Compensation is a series of transactions between the employer and employee in exchange for the service of the employee to the organization. Compensation is also one of the key economic issues because compensation programs consume a large share of an organization's operating expenses (Chenga, 2018). Giving rewards is important for the organization because if you want your output to be of good quality then it is necessary that the quality of input you put into your organization is also quality; it is the duty of human resource management to provide the employees with rewards for the betterment of their physical and mental health to enhance their productivity levels. (Ahmad, Aziz, Kamaruddin, & Bakhtiar, 2012). This analysis leads to the following hypothesis;

H₁: There is a significant impact of compensation on organizational performance

2.2. Impact of Training on Organizational Performance

The connection between training and organizational performance is very important because it helps in accomplishing high business success. Training is an important factor that supports the organization in order to enhance the credibility of business performance. It is denoted by Kurnia (2019) that organizations that do not focus on training well suffer a lot in terms of managing business activities in an effective and sound manner. It is even noticed that without training prospective organizational development is not possible. Training programs also require a significant investment of money as well as time. Therefore, it is also necessary to determine the return on investment (i.e., training). Training effectiveness measurement is the scientifically authorized technique to examine the efficiency of training programs arranged by the organization. In order to evaluate the effectiveness of training, it is necessary to identify what and why to train and who will train (Ibrahim, Boerhannoeddin and Bakare, 2017).

Training is the source of motivation for the organization that encourages workers' morale and makes their role inside the organization highly effective (Hamid, 2017). This analysis leads to the following hypothesis;

H₂: There is a significant impact of training on organizational performance

2.3. Mediating Impact of Employee Performance

During the covid-19 the pressure on the HR activities has been increased at a higher level. It has created a high level of disturbance in the compensation. The allowances being delivered to the workers during covid-19 have been reduced (Khtatbeh, 2020). It has impacted badly on the life of the workers. The cut in the allowances has made the people very disturbing and it has resulted in a high level of stress and anxiety. The final consequences of the salary cutting have made it merely impossible to manage the expense. Not only this, but it also has created an equal impact on the performance level of an individual. It has become very important that organizations look into the compensation structure in an effective way in order to increase their credibility and manage the pressure capacity of an individual. In addition to this, the stoppage that happened in the deliverance of the monetary rewards system has also made it very disturbing for an individual to lead the working activities in an impulsive manner (Alamari, 2020). According to Sumayya, Amen & Imran (2021) employee performance can be improved in covid 19, by creating some fun activities and employee engagement at the social level to improve the progress mental and physical ability of employees. Such social activities make employees' performance increase and more productive for the organization.

According to the claim of Esthi (2021) during the pandemic period, the need for digital training to be organized on a formal scale has been rapidly noticed. The lack of association with the technological aspects has made it difficult for the authorities to complete activities on the digital platform. The presence of the digital media has become one of the most dominant factors during the pandemic which has been resulting in a technological gap (Hamid, 2017). Therefore, there is a complete prospect is needed regarding the training programs implementation in order to support and motivate workers. Thus, the main findings of the research have concluded that the use of the proper compensation structure is essential to adopt during the pace of coronavirus in order to sustain the working performance of individual workers (Alhashedi, 2021). The analysis leads to the following hypothesis;

H₃: Employee performance mediates the relationship between compensation and organizational performance.

2.4. Research Framework

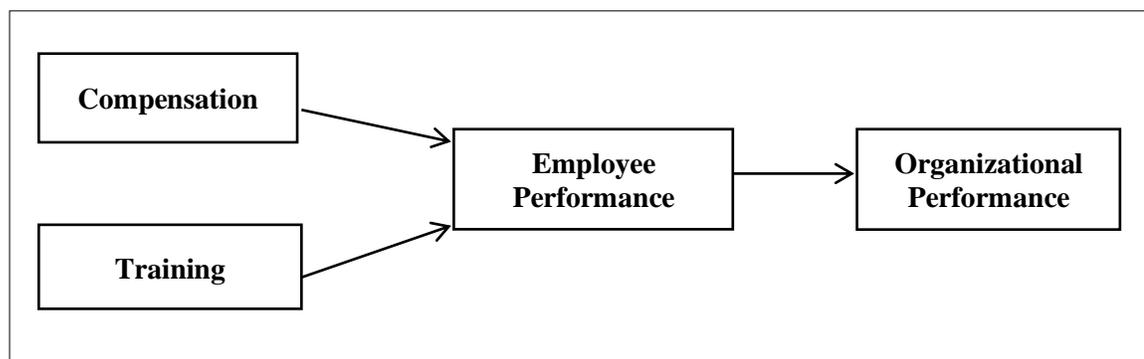


Figure.1. Conceptualized Model
Source: Author's own elaboration

3. Research Methodology

It is the third chapter of the study which portrayed information regarding the selected approach, design, instrument used to collect the data, procedure used to collect the and statistical technique to analyze and evaluate the data. It is the most important and critical part of the study on which entire research consequences are based on.

3.1. Research Approach

The approaches used for the collection of data are of two types. It is known as deductive reasoning and inductive reasoning (Snyder, 2019). The researcher has incorporated deductive reasoning to complete this piece of research. This approach has been used because it is associated with scientific investigation on a typical basis. Under this approach, the researcher tends to gather data from the previous resources, read the existing theories regarding the particular phenomenon, and test hypothesis that emerges from selected theoretical information.

3.2. Sampling Technique

The sampling technique is always categorized into probability sampling or non-probability sampling (Orngreen, 2017). Both have different further types and their own importance and implementation techniques.

Moreover, in the following research convenience sampling method was used to collect data from the respondents. It is categorized into the non-probability sampling method. Under this technique, the sample is taken from a group of people who are easy to reach or contact. The researcher has selected this approach because it helps in the quick data collection, is inexpensive in nature, the allotted sample size is readily available, is low in cost, and is easy to reach.

3.3. Instrument of Data Collection

In order to gather the data on the selected topic questionnaire was formed to allocate the responses from the audience. The researcher formed the questionnaire on the Google form where the statements were made according to the selected variables. The questionnaire was kept very simple, and easy in language and there is no use of jargon done while forming the questionnaire. Moreover, using the Likert scale 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, and 5-Strongly Agree to gather the responses from the audience. The author has selected this approach because it is one of the easiest approach methods researchers used for the collection of data.

3.4. Procedure of Data Collection

The data collection methods are of two types known as secondary data collection and primary data collection (Mohajan, 2018). Both methods are used in order to complete the research in a sound manner. In order to complete this research, the quantitative approach has been incorporated. The data allocation was done from secondary and as well as primary sources. The information collection of the literature review was done by allocating secondary sources such as the articles and journals whereas the collection of the primary data was done by means of a questionnaire.

3.5. Statistical Analysis

It is the most crucial and vital aspect of the study. The information gathered from both sources was incorporated in the debate and analysis (Attia, 2017). The data from secondary sources was utilized to back up the evidence in the discussion sections, whilst the data from primary sources was ran through SPSS and put through a regression test.

The data was evaluated using the regression results as well as information from secondary sources. Furthermore, the data was explained using graphical analysis. The acceptance and rejection of the hypothesis tend to be done with the help of the regression model in order to supply the features regarding the research approval or rejection.

4. Result Analysis

We must examine the impact of salary and training on organizational performance in this study. There were a few conditions that included Varimax rotation, and we used it to test common variance among dependent and independent variables. We also used exploratory factor analysis to check the factors of the variable, in which all factors were loaded in single exploratory factor analysis. When each construct's variance accounts for less than half of the overall variance, common methods variance is calculated, and the result indicates that the sample data collected is free of all biases (Chuang and Lin, 2013). All should load in a single construct under varimax, according to Karahanna et al. (1999).

After conducting the test to improve the rotational factor some factors. There are 15 questions in the survey. To enhance loadings and Cronbach alpha, certain variables were eliminated after the test to improve the rotation factor. The sample size was 250, and nine factors were removed to improve the result and dependability. To check the sample size adequacy, the Kaiser Meyer Olkins (KMO) value was used, and the result was 0.947, which is higher than the minimum value of 0.70. This indicates that the items are suitable, and the sample size for factor analysis is adequate. 2013 (Chuang and Lin). All should load in a single construct under varimax, (Karahanna et al., 1999). The table below also illustrates that the minimum factor loading value is 0.40 unless otherwise specified. For the sake of strong validity and convergence, it should be ended. (Tharenou et al., 2007; Cooper et al., 2007) The factor loadings in our items range from 0.404 to 0.845, which are adequate, and the table should be terminated for strong validity and convergent results. Tharenou et al., (2007; Cooper et al., (2007) the factor loadings in our goods range from 0.404 to 0.845, which are appropriate, and the table was created.

Table 1: Factor Loading

Variable Factor Name	Factor Loading	Cronbach Alpha Value
Employee performance1	0.699	
Employee performance2	0.669	
Employee performance3	0.797	0.792
Employee performance4	0.794	
Employee performance5	0.727	
Compensation	0.844	
Compensation2	0.823	
Compensation3	0.799	0.865
Compensation4	0.852	
Compensation5	0.709	
Organizational performance	0.778	
Organizational performance2	0.785	0.846
Organizational performance3	0.695	
Organizational performance4	0.838	
Organizational performance5	0.839	
Training	0.632	
Training2	0.686	0.714
Training3	0.543	

Training4	0.744
Training5	0.790

Source: Author’s own elaboration

4.1. The Composite Validity and Reliability

According to Hair et al. (2013)'s research, convergent validity may be defined as a theory that combines different aspects into one in order to investigate an issue, concept, or hypothesis. The researcher must evaluate the values supplied by factor loadings, average variance, and composite reliability collected in order to analyze the convergent validity within a topic area. According to Melchers and Beck (2018), the value of factor loading of items must be greater than 0.6 and statistically significant. On the other hand, the AVE, or Average Variance Extracted, must be more than 0.5. Finally, the CR (Composite Reliability) score should be more than 0.7. According to the numbers listed in the table below, all values are over their threshold, signifying a high level of validity, reliability, and consistency among all variables and components. Finally, the CR (Composite Reliability) score should be more than 0.7. According to the numbers listed in the table below, all values are over their threshold, signifying a high level of validity, reliability, and consistency among all variables and components.

Table.2. Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Compensation	0.865	0.869	0.903	0.651
Employee Performance	0.792	0.803	0.857	0.546
Organization Performance	0.846	0.848	0.891	0.622
Training	0.714	0.746	0.796	0.543

Source: Author’s own elaboration

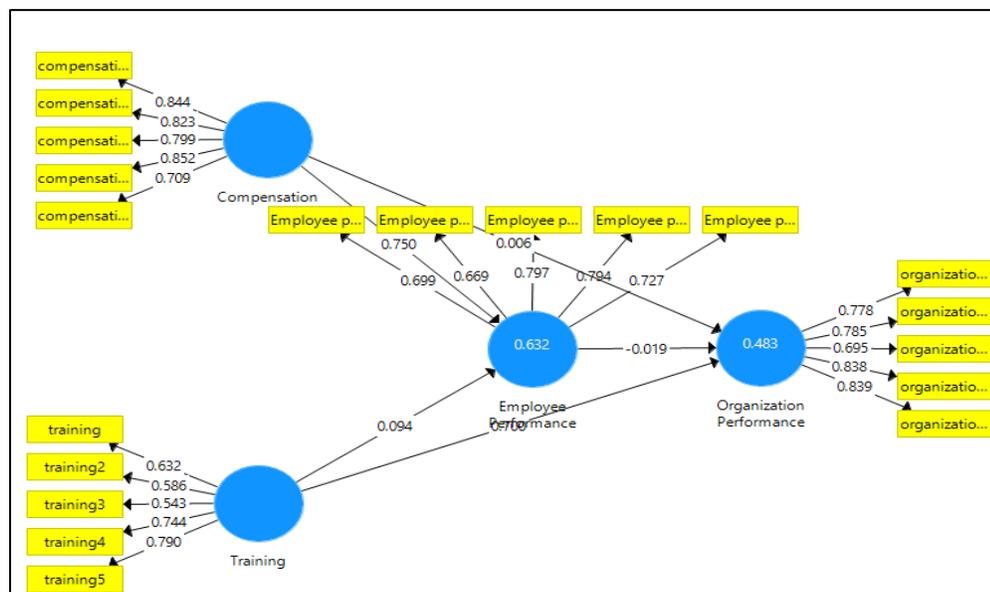


Figure.1. Path Diagram

Source: Author’s own elaboration

4.2. Model Fitting

The model is completely fitted as its SRMR value is 0.115 and NFI is 0.67 and chi-square is also good showing the value of 737.357

Table.3. Model Fitting

	Saturated Model	Estimated Model
SRMR	0.115	0.115
d_ULS	2.760	2.760
d_G	0.664	0.664
Chi-Square	737.357	737.357
NFI	0.676	0.676

Source: Author's own elaboration

4.3. Hypotheses Testing

After the analysis, it was observed that 2 of the hypotheses were accepted which clearly showed that compensation for employee performance and training on organization performance was accepted whereas the remaining were rejected.

Table 4: Hypotheses Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Employee Performance	0.750	0.752	0.039	19.270	0.000
Compensation -> Organization Performance	0.006	0.009	0.086	0.070	0.944
Employee Performance -> Organization Performance	-0.019	-0.018	0.089	0.213	0.832
Training -> Employee Performance	0.094	0.091	0.055	1.706	0.089
Training -> Organization Performance	0.700	0.710	0.059	11.910	0.000

Source: Author's own elaboration

5. Conclusion and Recommendation

Because compensating employees' work in terms of financial benefits and providing adequate training to employees regarding work-related matters directly boosts the company's performance, profit rate, and business, the entire research was done to find out the impact of compensation and training on employee performance working in an organization. To study this factor, detailed research using various methods was conducted. After a thorough examination and observations, five hypotheses emerged: H1: Compensation has a major impact on organizational performance. H2: Training has a substantial impact on organizational performance. H3: The relationship between salary and organizational performance is mediated by employee performance. H4: Compensation has a major impact on employee performance, and H5: Compensation has a large impact on employee performance. It was considered that training has a substantial impact on employee performance. After statistical tests for hypothesis testing, the study found that two hypotheses H2 – the considerable impact of training on organizational performance and H4 – the significant impact of salary on employee performance were accepted.

After the acceptance of the hypothesis, it can be concluded that when the focus is given to training, enhancing, and developing the employees' a superior workforce is developed, which indeed aids in the excellent performance, profit rate, and benefit of the organization along with the growth of both the employee and employer. Organizational performance and growth can be achieved through the proper and systematic implementation of employees' training and development programs. Also, if an organization has a well-framed compensation plan it helps to attract, motivate and retain talent in the organization it also provides job satisfaction, and motivation enhances employee performance, lowers employee turnover, and enhances the peace of mind of the workers which directly affects the organization.

Based on the conclusion the reasons for the H2 which state that there is a significant impact of training on organizations performance and H4 which states that significant impact of compensation on organizational performance are accepted because after the statistical test was conducted their p-value was found to be 0 which is less than 0.05 thus accepted. Thus, this research has revealed that proper training and well-planned compensation play a significant role in the growth of both the company and its workers.

The organization's achievements or failures are highly and directly dependent on its employee's performance. Moreover, it is evident that the technology, mode of working, and thinking is being changed in the contemporary world and to cope with these changing trends and to learn new methods and techniques employee training is crucial. Therefore, management should recognize the importance of training, the key purpose of training and development is to enhance the knowledge, skills, and capabilities of the workers. It is one of the most important potential motivators which can lead to many possible benefits for both the employees and the organization.

A superior workforce is a key asset for any organization and undoubtedly well trained and developed workers form such a team. These trained workers help aid in the better performance, development, and growth of an organization. Therefore, through the planned and systematic implementation of employees' training and development programs, the organizations can flourish rapidly. Indeed, a well-trained and developed team is an asset for the organization because they increase the efficiency, achievements, and goals of the organization by smartly delivering the work which they learned through training.

In recent years the importance of training and development has been enhanced significantly due to increasing competition and the introduction of new innovations in the market. Research proved that none of the companies can compete and excel in the market if their employees are not trained as per the new demands, and needs. Furthermore, technical improvements and developments have resulted in significant changes, and firms must recognize that their success is dependent on their employees' polished and trained skills, which necessitates significant and ongoing investment in training and development. Furthermore, HRM (human resource management) ideas such as organizational commitment and the emergence of the quality movement have caused organizational management to recognize the rising relevance of training, staff development, and long-term education. Such ideas necessitate not only cautious preparation but also a stronger focus on personnel development.

On the other hand, compensation is the key element in improving the employees' performance. Compensation includes payments such as bonuses, profit sharing, overtime pay, recognition rewards, and sales commission it aids significantly in job performance. A well-formed compensation & benefits plan will benefit the worker by providing them a

feeling of job satisfaction as they would be happy with their jobs and would love to work for the organization if they get fair rewards in exchange for their performance. Also, they will be motivated to work hard for the company as their numerous personal stresses and issues will be resolved by the fair compensation provided to them by their organizations. There will be a low employee turnover as none of the team members want to leave a well-paid and compensated service; furthermore, the self-confidence of the worker will be boosted when he will be rewarded fairly owing to which he will work even hard to give his best (Reddy, 2020). Thus, it is determined that both the training and compensation are the core elements for the development of the organization and employers.

Some recommendations are given based on the research, there is a need to organize efficient training regarding the latest trends, methods, and mode of working in the industry, and offices to develop a sharp, shaped, and bright workforce, also, special attention and budget should be allocated for the safety training as numerous incidents and accidents regarding safety violations have been reported, Also, the human resource team should develop efficient compensation packages to rewards the workers for their excellent contributions moreover, policies should be devised to deal with the pandemic and steps should be taken to facilitate the workers during this current scenario rather than imposing pay cuts or reducing the headcounts.

5.1. Limitation & Future Research

There are some limitations present in this research but the main limitation of this research is the limited time span due to which the research is not done in detail. The time constraints and small sample size are also a limitation of the research but participants cannot be increased due to the pandemic situation.

Once the pandemic will be over furthermore research shall be conducted by increasing the number of participants and by carrying out several pieces of training in which the attendees must be present physically and after that the impact on their performance and on the organization, performance shall be evaluated.

References

- Alameri, F., & Alrajawy, I. (2020). Mediating effect of organizational citizenship behaviour on relationship between transformational leadership and employees performance: role of green engineering. *Palarch's journal of archaeology of egypt/egyptology*, 17(7), 6243-6257.
- Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Business: Theory and Practice*, 22(1), 39-54.
- Attia, M., & Edge, J. (2017). Be (com) ing a reflexive researcher: a developmental approach to research methodology. *Open Review of Educational Research*, 4(1), 33-45.
- Do, T. T. (2018). How spirituality, climate and compensation affect job performance. *Social Responsibility Journal*.
- Ekhsan, M., Aeni, N., Parashakti, R., & Fahlevi, M. (2019, November). The Impact Of Motivation, Work Satisfaction And Compensation On Employee's Productivity In Coal Companies. In 2019 1st International Conference on Engineering and Management in Industrial System (ICOEMIS 2019) (pp. 406-415). Atlantis Press.

- Esthi, R. B. (2021, February). Effect of compensation, work environment and communication on employee performance in ud. djayalistrik and material. In FORUM EKONOMI (Vol. 23, No. 1, pp. 145-154).
- Garcia-Zamor, J. C. (2013). Workplace spirituality and organizational performance. *Public administration review*, 63(3), 355-363.
- Hamid, M., Maheen, S., Cheem, A., & Yaseen, R. (2017). Impact of human resource management on organizational performance. *Journal of Accounting & Marketing*, 6(01), 1-7.
- He, J., Morrison, A. M., & Zhang, H. (2019). Improving millennial employee well-being and task performance in the hospitality industry: The interactive effects of HRM and responsible leadership. *Sustainability*, 11(16), 4410.
- Hung, L. M., Lee, Y. S., & Lee, D. C. (2018). THE MODERATING EFFECTS OF SALARY SATISFACTION AND WORKING PRESSURE ON THE ORGANIZATIONAL CLIMATE, ORGANIZATIONAL COMMITMENT TO TURNOVER INTENTION. *International Journal of Business & Society*, 19(1).
- Khtatbeh, M. M., Mahomed, A. S. B., bin Ab Rahman, S., & Mohamed, R. (2020). The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates. *Heliyon*, 6(10), e04973.
- Kurnia, D., Azizah, S., & Suhendra, A. (2020). The Effect of Financial and Non-Financial Compensation on Employee Performance During Covid-19. *Almana: Jurnal Manajemen dan Bisnis*, 4(3), 398-404.
- Mohajan, H. K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and People*, 7(1), 23-48.
- Ndungu, D. N. (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya. *Global Journal of Management and Business Research*.
- Nurun Nabi, I. M., & Dip TM, H. A. (2017). Impact of motivation on employee performances: a case study of Karmasangsthan bank Limited, Bangladesh. *Arabian J Bus Manag Review*, 7(293), 2.
- Orakwe, C. A. (2021). Compensation Packages And Civil Servants' Performance In State Ministries In Anambra State.
- Orngreen, R., & Levinsen, K. (2017). Workshops as a Research Methodology. *Electronic Journal of E-learning*, 15(1), 70-81.
- Pang, K., & Lu, C. S. (2018). Organizational motivation, employee job satisfaction and organizational performance. *Maritime Business Review*.
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and Management*.
- Safuan, S., & Kurnia, T. (2021). Literature Review of Pandemic covid 19 Effects on Employee Compensation. *Journal of Business Management Review*, 2(1), 057-064.
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333-339.
- Soraya, A. A. (2021). Effect of Compensation and Work Motivation on Employee Performance during the Covid-19 Pandemic. *Psychology and Education Journal*, 58(3), 1078-1084.
- Sudhana, P., Ameen, A., & Isaac, O. (2020). A multi-theoretical framework to better understand the college major choice in arts and design. *Journal of Applied Research in Higher Education*.
- Sudiardhita, K. I., Mukhtar, S., Hartono, B., Sariwulan, T., & Nikensari, S. I. (2018). The effect of compensation, motivation of employee and work satisfaction to employee

performance Pt. Bank Xyz (Persero) Tbk. Academy of Strategic Management Journal, 17(4), 1-14.

Sumayyau, Amen U, Imran R. WORKPLACE FUN AND CREATIVE PERFORMANCE OF EMPLOYEES. *Reviews of Management sciences*.2021 June 30:3(1);37-48.

Vogireddy Sridhar Reddy* (September 2020) *IOSR Journal of Humanities and Social Science (IOSR-JHSS)* Impact of Compensation on Employee Performance.