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The Effect of Compensation and Perceived Organizational Support on the Performance of Maxim Drivers

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Abstract

This study examines how compensation systems and organizational support influence the performance of Maxim driver-partners who operate in Ambon City. The research employed a quantitative survey method with 35 respondents selected through purposive sampling. Data were collected using a 5-point Likert scale questionnaire and analyzed using multiple regression after ensuring instrument validity and model feasibility. The findings indicate a significant positive relationship between compensation levels and driver performance. Similarly, drivers' perceived organizational support was found to positively affect their performance quality. When combined, these two factors significantly enhance performance, suggesting that optimal outcomes can be achieved through adequate compensation policies accompanied by continuous organizational support. The results of this study provide strategic insights for Maxim management to refine compensation policies and strengthen support systems for driver-partners in order to maintain service standards and improve driver welfare.

Keywords: Compensation, Perceived Organizational Support, Performance, Maxim Driver

1. Introduction

The development of information and communication technology has driven the emergence of various new forms of employment, one of which is digital application-based work, commonly referred to as the gig economy. In Indonesia, the gig economy is growing by 30% annually, with the online transportation sector as a major contributor (Central Bureau of Statistics, 2024). This sector is a concrete example of the phenomenon, with user penetration reaching 89% in urban areas. Services such as Gojek, Grab, and Maxim have become reliable means of daily transportation, creating a digital economic ecosystem involving millions of drivers and users. However, behind this rapid growth, complex issues have emerged, particularly in human resource (HR) management, which faces unique challenges in balancing partnership status with the need for worker protection. From a human resource management perspective, the gig economy presents new challenges that differ from the traditional employment paradigm. Online transportation drivers, despite their partner status, are highly dependent on the platform for income, market access, and work regulations. This situation creates a complex working relationship where conventional HR principles such as compensation, employee development, and organizational support must be adapted to a flexible, yet not fully independent, work context. This highlights the need for innovative HR approaches to address the unique characteristics of gig economy workers.

In the case of Maxim, an online transportation platform that has expanded rapidly across Indonesia since 2019, drivers in Ambon have raised complaints regarding their compensation. The low fares set by Maxim impact their economic well-being. The company applies a market penetration strategy with lower fares but struggles to maintain service quality and driver satisfaction. Based on interviews, several drivers reported that Maxim's fares were, on average, 18–25% lower than competitors such as Grab and Gojek. This fare disparity creates a domino effect, leaving drivers without adequate compensation or bonuses despite strong performance. Compensation is widely recognized as a crucial aspect of HR management. According to Sinambela (in Zainuddin et al., 2023), it represents the reward or remuneration provided by organizations in return for employees' contributions of energy and thought toward organizational goals. Elmi (in Nurdin et al., 2023) emphasizes compensation as both financial and non-financial appreciation provided periodically. Similarly, Handoko (in Ronaldi, 2023) defines it as a reward given to employees for their work. Vroom's expectancy theory (in Putra et al., 2023) suggests that a lack of recognition for effort and achievements can reduce motivation and loyalty, which in the long term may affect service quality.

Another fundamental issue is the lack of organizational support for driver welfare. According to Eisenberger et al. (Pratiwi & Muzakki, 2021), perceived organizational support refers to employees' views of the organization's readiness to provide assistance, recognize contributions, and demonstrate concern for their well-being. Similarly,

Ismainar (Hidayanti et al., 2020) highlights it as the extent to which organizations value and meet socio-emotional needs, while Eisenberger et al. (Purba et al., 2018) describe it as employees' beliefs about organizational concern and rewards. These beliefs are shaped by consistent experiences with organizational treatment, whether positive or negative, which employees interpret as reflecting the organization's stance toward them. The relationship between platforms and drivers has often overlooked drivers' social and psychological well-being. Several Maxim drivers expressed that their complaints, particularly regarding low fares, lack of bonuses, and insufficient communication, were not taken seriously by management. This situation is concerning, as it illustrates the emotional and structural distance between management and drivers. Yet, in HR management, organizational support has a significant influence on employee performance (Effendi et al., 2022). When workers feel supported, valued, and cared for, they tend to perform better.

Driver performance is crucial in determining the reputation and sustainability of online transportation services in today's competitive market. Rivai & Basri (Chandra, 2025) define performance as the level of effectiveness in accomplishing tasks within a set period, assessed against agreed indicators or benchmarks. Afandi (Maryadi & Misrania, 2023) views it as the work achieved by individuals or groups according to duties and responsibilities, carried out within applicable legal, moral, and ethical standards. Similarly, Kasmir (in Wijaya & Fauji, 2021) defines performance as the outcome achieved through the execution of assigned tasks within a given timeframe.

In this context, performance is multidimensional, measured not only by the number of trips but also by qualitative indicators such as response speed, customer ratings, compliance with platform and government rules, and the level of customer complaints. Thus, fair incentives and adequate organizational support are indispensable factors in efforts to improve driver performance.

2. Research Methods

This research employed a quantitative survey approach to examine the relationship between compensation and perceived organizational support and their effect on the performance of Maxim drivers in Ambon City. The study population included all Maxim drivers actively operating in the area at the time of data collection. Considering time and cost constraints, as well as the availability of respondents willing to complete the questionnaire, the sample size was set at 35. This number was considered sufficient to provide an initial representative overview of the phenomenon under study and to facilitate efficient data collection. Respondents were selected through purposive sampling, restricted to individuals meeting specific criteria, such as having worked for at least six months and actively receiving orders during the study period.

The research instrument was a questionnaire, structured based on indicators for each variable. The compensation variable was measured using indicators proposed by Afandi (Munparidah et al., 2023), which include wages and salaries, incentives, allowances, and company-provided facilities. Perceived organizational support was measured using indicators from Rosyiana (in Hidayanti et al., 2020), covering fairness, superior support, rewards, and working conditions. Meanwhile, performance was measured using indicators described by Mangkunegara (in Mahwa et al., 2023), namely quality, quantity, reliability, and attitude. All items were rated on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to capture respondents' perceptions.

The collected data were analyzed using multiple linear regression to examine the effect of compensation and perceived organizational support, both jointly and separately, on Maxim drivers' performance. Prior to the analysis, validity and reliability tests of the instrument, as well as classical assumption tests, were conducted to ensure that the model met the requirements for statistical analysis.

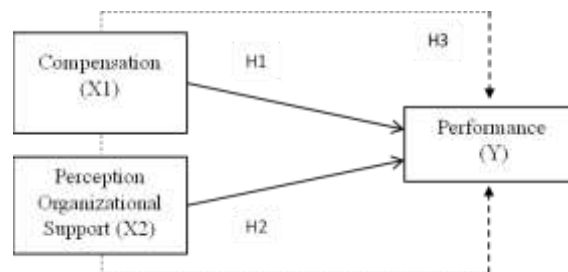


Figure 1. Framework

3. Results and Discussions

3.1. Validity Test

Construct validity was evaluated to confirm the instrument's ability to measure variables in line with the established theoretical framework. Validity testing employed the Pearson product-moment correlation, with acceptance criteria based on comparing the correlation coefficient to the critical value at $\alpha = 0.05$. Given the sample size in this study, the r-table threshold value was 0.33.

Table 1. Validity Test Results

Variable & Item Statement	r-table	r-count	Sig value
Cp 1		0,896	
Cp 2		0,937	
Cp 3		0,885	
Cp 4		0,701	
Cp 5		0,805	
Cp 6		0,813	
Cp 7		0,901	
P.O.S 1		0,840	
P.O.S 2		0,872	
P.O.S 3	0,33	0,897	0,000
P.O.S 4		0,903	
P.O.S 5		0,867	
P.O.S 6		0,814	
Pf 1		0,706	
Pf 2		0,804	
Pf 3		0,859	
Pf 4		0,933	
Pf 5		0,912	
Pf 6		0,831	
Pf 7		0,840	

Validity analysis results indicate that the compensation construct, measured through seven items derived from theoretical indicators, yielded validity coefficients all above 0.701, demonstrating a substantial level of validity. The perceived organizational support construct, measured through six items derived from conceptual indicators, consistently produced validity coefficients above 0.814. Similarly, the performance construct, measured through seven items, generated validity coefficients all above 0.706. The statistical significance of all items ($\text{sig} < 0.05$) further supports the evidence of construct validity.

3.2. Reliability Test

Reliability testing was conducted to evaluate the internal consistency of the instrument in producing consistent measurements under different conditions. A Cronbach's Alpha value above 0.70 indicates that the instrument is reliable.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha
Compensation (X1)	0,936
Perception Organizational Support (X2)	0,933
Performance (Y)	0,929

The reliability analysis results showed that all variables exceeded the minimum Cronbach's Alpha threshold of 0.70. Compensation (X1) recorded a Cronbach's Alpha of 0.936, perceived organizational support (X2) recorded 0.933, and performance (Y) recorded 0.929.

3.3. Normality test

Normality testing was conducted to ensure that the assumption of a normal distribution was met. Normality was evaluated using a Normal Probability Plot (P-P Plot), which compares the cumulative distribution of standardized residuals against the theoretical normal distribution.

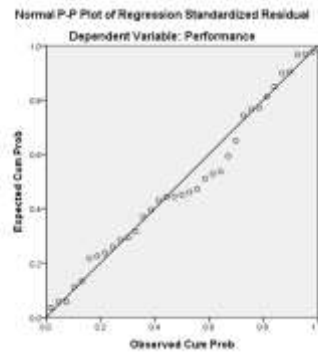


Figure 2. Normality test

Visual analysis of the Normal P–P Plot reveals that the data distribution meets the normality assumption. The observation points are consistently close to the diagonal reference line, which indicates a normal distribution.

3.4. Multicollinearity Test

Multicollinearity testing is conducted to identify excessive correlations between predictors in a multiple regression model, which may cause instability in parameter estimates and reduce the precision of statistical estimates. Multicollinearity was assessed using tolerance values, which measure the proportion of variance in an independent variable unexplained by other predictors, and the Variance Inflation Factor (VIF), which indicates how much the variance of a regression coefficient is inflated by collinearity. Tolerance values below 0.10 and VIF values above 10.0 indicate the presence of multicollinearity.

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Compensation	.332	3.011
Perception Organizational Support	.332	3.011

a. Dependent Variable: Performance

The test results indicate that the regression model is free from multicollinearity. Both predictor variables, compensation (X1) and perceived organizational support (X2), had a tolerance value of 0.332, indicating sufficient independence between predictors. Consistent with these results, both variables recorded a VIF of 3.011, which is below the critical threshold of 10.0.

3.5. Heteroscedasticity Test

Heteroscedasticity testing is conducted to assess whether the residual variance is consistent across observations in a regression model. The test is carried out by analyzing a scatterplot that visualizes the relationship between standardized predicted values and standardized residuals. Interpretation is based on whether the residuals are randomly distributed without forming a discernible pattern.

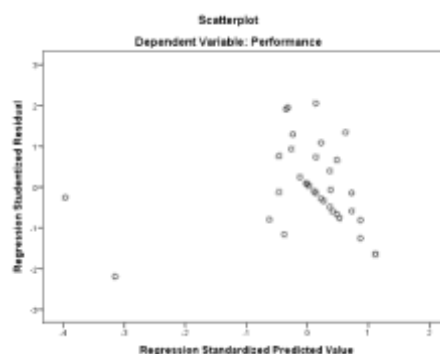


Figure 3. Heteroscedasticity test

The scatterplot analysis results show that residuals are randomly distributed around the zero line, without systematic patterns such as funnel shapes, curves, or clusters. This random distribution appears relatively balanced across both the positive and negative areas of the vertical axis. These characteristics confirm that the regression model is free from heteroscedasticity.

3.6. T Test (Partial Test)

The t-test was conducted to determine the partial effect of each independent variable on the dependent variable by comparing the calculated t-value against the critical t-value and the significance threshold.

Table 4. Partial Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.855	2.716		1.788	.083
	Compensation	.389	.144	.458	2.705	.011
	Perception Organizational Support	.439	.178	.418	2.469	.019

a. Dependent Variable: Performance

The results of the test on the compensation variable (X1) showed a calculated t-value of 2.705 with a significance level of 0.011. Since the calculated t-value exceeds the critical t-value of 2.036 and the significance probability is below 0.05, it confirms that compensation has a positive and significant effect on employee performance. This result indicates that improvements in compensation systems are followed by increases in employee performance.

Similarly, testing on the perceived organizational support variable (X2) produced a calculated t-value of 2.469 with a significance level of 0.019. This finding demonstrates that perceived organizational support has a positive and significant effect on performance, suggesting that employees who perceive higher organizational support tend to perform better in carrying out their tasks.

3.7. F Test (Simultan Test)

The f-test was employed to assess whether the independent variables collectively exert a significant effect on the dependent variable. The test was conducted by comparing the calculated f-value against the critical f-value from the f-table. With a sample size of 35 respondents, the f-table value at a 5% significance level ($\alpha = 0.05$) is 3.29.

Table 5. Simultan Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	391.328	2	195.664	36.624	.000 ^b
	Residual	170.958	32	5.342		
	Total	562.286	34			

a. Dependent Variable: Performance
b. Predictors: (Constant), Perception Organizational Support, Compensation

The ANOVA analysis results show a calculated f-value of 36.624, which substantially exceeds the critical f-value from the f-table (3.29). This finding is further supported by a p-value of 0.000, which is well below the 0.05 threshold. Based on the hypothesis testing criteria, these results confirm that, simultaneously, the compensation variable (X1) and perceived organizational support (X2) significantly influence employee performance (Y).

3.8. Multiple Linear Regression Test

Multiple linear regression analysis is employed to determine the strength and direction of the influence of independent variables on the dependent variable. The regression model derived in this study is as follows :

$$Y = 4.855 + 0.398X1 + 0.439X2$$

Based on the regression equation, the results can be interpreted as follows:

1. The constant value of 4.855 indicates that when both Compensation (X1) and Perceived Organizational Support (X2) are zero, the Performance (Y) value is 4.855 units.
2. The Compensation (X1) regression coefficient of 0.389 with a significance value of 0.011 (<0.05) suggests that each one-unit increase in compensation leads to a 0.389-unit increase in performance, assuming other variables remain constant. The positive coefficient shows that the better the compensation employees receive, the higher their performance.

3. The Perceived Organizational Support (X2) regression coefficient of 0.439 with a significance value of 0.019 (<0.05) shows that each one-unit increase in perceived organizational support contributes to a 0.439-unit increase in performance, assuming other variables remain constant. This indicates that the higher the organizational support perceived by employees, the better their performance outcomes.

The Effect of Compensation on Performance

The research results show that compensation has a positive and significant effect on the performance of Maxim drivers in Ambon City. This means that the better the compensation drivers receive, the higher their performance. This finding is in line with Afandi's view, as cited in (Munparidah et al., 2023), which emphasizes that both financial and non-financial compensation are key factors driving employee performance.

In this study, the compensation provided to Maxim drivers includes wages and salaries, incentives, allowances, and facilities. First, wages and salaries are the primary form of compensation that motivate drivers to remain active. Since the online motorcycle taxi work system is based on daily incentives, a stable income provides drivers with a sense of security, thereby reducing the risk of turnover. Second, incentives such as trip completion bonuses or peak-hour bonuses have proven effective in boosting productivity, as drivers strive to achieve the targets set by the platform. Third, benefits although limited due to the freelance nature of the job remain attractive, such as vehicle maintenance discounts or temporary fuel subsidies. Fourth, facilities such as easy app access, technical support, and offline service centers also enhance work convenience.

Theoretically, these findings are consistent with Herzberg's motivation theory, which identifies compensation as a hygiene factor that prevents dissatisfaction and can contribute to improved performance when managed effectively. Similarly, Ramadhan & Indra, (2024) found that fair and competitive compensation enhances employee performance. Likewise, Apriyadi et al., (2023) emphasized that compensation aligned with employee expectations and fairness contributes to better performance. Therefore, this study reinforces the argument that compensation is not merely a reward but also a strategic tool for optimizing performance.

The Effect of Perceived Organizational Support on Performance

This study also demonstrates that perceived organizational support has a positive and significant effect on the performance of Maxim drivers. In other words, the more drivers perceive that the company cares for them, treats them fairly, and provides adequate support, the better their performance. These results are consistent with Eisenberger et al. (1986), whose Perceived Organizational Support (POS) framework emphasizes that perceived support fosters a sense of obligation to reciprocate through improved performance.

Indicators of perceived organizational support in this study include fairness, superior support, and rewards and working conditions. First, fairness refers to the implementation of transparent and equitable procedures in order allocation, incentive calculation, and complaint handling. Drivers who perceive the system as fair tend to be more motivated and loyal. Second, superior support is reflected in Maxim's customer service team, which responds promptly to driver complaints, provides accessible communication channels, and offers regular technical guidance. Third, rewards and working conditions include non-financial recognition such as "driver of the month" awards, as well as efforts to ensure a supportive work environment by continuously updating app features to be more user-friendly.

Previous research supports these findings. Fajri et al., (2024) reported that high perceived organizational support is positively correlated with job satisfaction and performance. Likewise, Mumtaz et al., (2025) found that when companies consistently provide both operational and non-operational support, drivers' performance improves. This is particularly relevant to the context of Maxim drivers in Ambon, where organizational support is not only technical but also emotional, encouraging drivers to deliver better service to customers.

The Influence of Compensation and Perceived Organizational Support on Performance

The findings of this study indicate that compensation and perceived organizational support simultaneously exert a positive and significant influence on the performance of Maxim drivers. This suggests that the two factors complement each other in driving optimal performance. Adequate compensation without organizational support may only generate short-term effects, whereas organizational support without sufficient compensation risks weakening drivers' financial motivation.

This simultaneous relationship can be explained through Social Exchange Theory (Blau, 1964), which posits that the relationship between individuals and organizations is reciprocal. When drivers receive fair compensation and perceive strong organizational support, they develop a moral obligation to reciprocate through improved performance. Compensation indicators such as wages and salaries, incentives, benefits, and facilities, work

synergistically with perceived organizational support indicators namely fairness, superior support, recognition, and working conditions to foster a motivating work environment.

In practice, Maxim drivers in Ambon City face challenges such as fluctuating order volumes, unpredictable road conditions, and relatively high vehicle operating costs. When compensation is sufficient to cover expenses and generate reasonable profit, and this is reinforced by tangible organizational support, drivers are more motivated to work consistently. Similar findings were reported by Dana & Dewi, (2016) and Azizi, (2022), who confirmed that a combination of competitive compensation and strong organizational support is critical for enhancing performance.

Overall, these results not only reaffirm the positive relationship between compensation and perceived organizational support but also highlight the importance of balance between financial and non-financial factors in performance improvement strategies. Companies must therefore design compensation systems that are flexible and responsive to local market conditions, while simultaneously ensuring that support mechanisms are accessible and relevant to drivers' daily needs.

4. Conclusion

Based on the analysis, this study produced several important findings. First, compensation was found to have a positive and significant effect on driver performance, indicating that an adequate reward system is a critical factor in achieving optimal performance. Second, perceived organizational support also demonstrated a significant positive effect on performance, highlighting the essential role of the organization in providing an effective support system for its driver-partners. Taken together, these two variables make a significant contribution to improving Maxim drivers' performance. This finding confirms that a comprehensive approach that integrates both compensation and organizational support is more effective than implementing partial strategies in isolation.

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