

EMPLOYEE PERFORMANCE IN JAKARTA BANKS: THE ROLE OF TRAINING, COMPENSATION, AND INTEGRITY

Niken Rosiana¹, Didin Hikmah Perkasa²

^{1,2} Universitas Paramadina, Jakarta, Indonesia

¹ niken.rosiana@students.paramadina.ac.id, ² didin.perkasa@paramadina.ac.id

Abstract

This study is motivated by the dynamics of the banking world continue to evolve rapidly, particularly in Jakarta City with the cultural diversity of high-end urban lifestyle. The research examines the influence of Training, Compensation, and Integrity on Employee Performance in Jakarta Banks. This study applies a quantitative approach with an associative design and distributing questionnaires to 187 Employee respondents residing in Jakarta. Data were analyzed with Partial Least Squares Structural Equation Modelling (PLS-SEM) through Smart PLS 4.0 software through Outer Model (validity, reliability, and Fornell-Larcker criterion) and Inner Model analysis. The results show compensation and integrity have a significant effect on employee performance, except training did not significant impact. Among the two, integrity emerged as the most dominant factor. These findings underscore the importance of incentive-based compensation and shaping morality and professional integrity to manage their motivation and commitment as strategic efforts to boost their performance in the banking sector. Yet, perceive training as irrelevant and already skilled based on background and length of service.

Keywords: Training, Compensation, Integrity, Performance Employee.

Abstrak

Penelitian ini dimotivasi oleh dinamika dunia perbankan yang terus berkembang pesat, khususnya di Kota Jakarta dengan keragaman budaya gaya hidup perkotaan kelas atas. Penelitian ini mengkaji pengaruh Pelatihan, Kompensasi, dan Integritas terhadap Kinerja Karyawan di Bank-Bank Jakarta. Penelitian ini menggunakan pendekatan kuantitatif dengan desain asosiatif dan mendistribusikan kuesioner kepada 187 responden karyawan yang berdomisili di Jakarta. Data dianalisis dengan Partial Least Squares Structural Equation Modelling (PLS-SEM) melalui perangkat lunak Smart PLS 4.0 melalui analisis Outer Model (validitas, reliabilitas, dan kriteria Fornell-Larcker) dan Inner Model. Hasil penelitian menunjukkan bahwa kompensasi dan integritas memiliki pengaruh signifikan terhadap kinerja karyawan, kecuali pelatihan yang tidak memiliki pengaruh signifikan. Di antara keduanya, integritas muncul sebagai faktor yang paling dominan. Temuan ini menggarisbawahi pentingnya kompensasi berbasis insentif dan pembentukan moralitas serta integritas profesional untuk mengelola motivasi dan komitmen mereka sebagai upaya strategis untuk meningkatkan kinerja mereka di sektor perbankan. Namun, pelatihan dianggap tidak relevan dan sudah terampil berdasarkan latar belakang dan lama masa kerja.

Kata kunci: Pelatihan, Kompensasi, Integritas, Kinerja Karyawan.



© Author(s) 2026

This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

INTRODUCTION

In Indonesia, particularly in Jakarta, the center of the national financial industry, the dynamics of the banking world continue to evolve rapidly. However, this increase has not been matched by equivalent improvements in employee performance, as a gap still remains between the technical capabilities of employees and the demands of digitalization.¹ Widiyanti et al.,² Reflecting this conflict, many banks in Indonesia are experiencing difficulties in retaining talented employees; in addition, incentive frameworks that are not incentive-based or are not competitively aligned can reduce employee turnover rates. According to Rialmi & Patoni³ Employee performance in the Credit Card Division of PT Bank CIMB Niaga's Pondok Indah Branch in South Jakarta, has reportedly decreased due to a lack of proper career advancement. Considering the increasingly fierce competition in the banking sector and technological advances that require adaptation in the 4.0 era, particularly in the field of artificial intelligence. According to Sihombing & Verawati⁴, changes in the era of globalization require employees who have competitive skills in business development.

Based on Annisa et al.,⁵ many banks state that competencies such as digital banking, cybersecurity, and data analysis need to be improved. As a result, services become less effective and the time to implement new products becomes longer. According to Ningsih⁶, With this training, employees will increase their knowledge and improve their skills, which can be applied in their work, caused the banking industry is continually changing its work systems with the goal to deliver the highest level of service to customers. This is in line with Wazdi et al.,⁷ showed that training had a significant effect on employee performance at Bank BSI KC Suniaraja Bandung.

Compensation have an important impact on employee performance by strengthening structured evaluations in order to increase employee incentive-based or compensation, which could

¹ Z. Syahputra et al., "Analysis of the Level of Human Resources Competence in the Implementation of Digital Transformation," *Jurnal Ilmiah Kesehatan Sandi Husada* 14, no. 1 (2025): 17–26, <https://doi.org/10.35816/jiskh.v14i1.1243>.

² Z. P. Widiyanti et al., "The Influence of Career Development, Training, and Competence on Employee Performance in Indonesian Telecommunications Companies," *International Journal of Business, Economics and Social Development* 6, no. 3 (2025): 456–65.

³ Z. Rialmi and P. Patoni, "Pengaruh Pengembangan Karir Terhadap Kinerja Karyawan Pada PT Bank CIMB Niaga Cabang Pondok Indah Jakarta Selatan," *Jurnal Mandiri: Ilmu Pengetahuan, Seni, Dan Teknologi* 4, no. 2 (2020): 210–21, <https://doi.org/10.33753/mandiri.v4i2.129>.

⁴ P. Sihombing and D. M. Verawati, "Pelatihan Dan Pengembangan Sumber Daya Manusia (Studi Kasus PD BPR Bank Bapas 69 Magelang)," *Jurnal Maneksi* 9 (2020), <https://doi.org/10.31959/jm.v9i2.490>.

⁵ S. Annisa et al., "Impact of Digital Transformation on Banking Employee Performance with Self-Efficacy as a Mediator," *Problems and Perspectives in Management* 22, no. 4 (2024): 523–31, [https://doi.org/10.21511/ppm.22\(4\).2024.39](https://doi.org/10.21511/ppm.22(4).2024.39).

⁶ S. S. Ningsih, "Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Bank BRI Syariah KC Madiun" (Institut Agama Islam Negeri Ponorogo, 2019).

⁷ A. I. Wazdi et al., "Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Di Bank BSI Kantor Cabang Suniaraja Bandung," *Jurnal Dimamu* 2, no. 2 (2023): 184–91, <https://doi.org/10.32627/dimamu.v2i2.738>.

enhance employee performance at government banks in South Jakarta.⁸ Compensation is one of the primary parts in employee management, and has a major influence on how much employee performance improves in the company. Especially Private banks, driven by profit motives and shareholder expectations, will place greater emphasis on performance-based incentives and flexibility.⁹ The results show that compensation affects employee performance because Prapen BCA Branch employees receive rewards commensurate with their performance results.¹⁰

Integrity, internal oversight, regulation, and fraud detection mechanisms must be improved, given the prevalence of fraud cases and weaknesses in internal controls. (Kurniawan, 2023) in Muliza & Astuti¹¹ in 2021, there was a case of customer fund embezzlement that resulted in a loss of one billion rupiah, by one of Bank BRI's employees. It means, Integrity is often overlooked in banking employee performance models, despite its importance in preventing ethical risks such as fraud. Based on Research Muliza & Astuti¹², Employee integrity has a significant impact on fraud prevention. Employees who have a strong sense of integrity towards the organization are more likely to prevent internal fraud. This emphasizes the importance of employee integrity as a factor that ultimately affects financial results and business reputation.¹³

According to Humaira et al.,¹⁴ They underscored the importance of adhering to ethical, moral, and normative principles in every activity, as well as refraining from the temptation to deviate from the company's code of conduct. This shows that work culture in the banking industry is crucial in shaping organizational performance. Generally, in banking companies, some of the core values that are upheld include integrity, professionalism, and innovation. These values are not mere slogans, but form the basis for interactions between employees and relationships with customers.

⁸ A. Zami et al., "Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Bank-Bank Pemerintah Di Kawasan Melawai Jakarta Selatan," *Jurnal Manajemen Dan Perbankan (JUMPA)* 9, no. 2 (2022).

⁹ K. S. Sandeep and N. M., "Compensation Management Practices in the Banking Sector: A Cross-Sectional Analysis of Select Public, Private, and Foreign Banks," *International Journal of Research and Analytical Reviews* 12, no. 2 (2025).

¹⁰ A. Y. Pratama and D. U. Wahyuni, "Pengaruh Kompetensi, Motivasi, Dan Kompensasi Terhadap Kinerja Karyawan," *Jurnal Ilmu Dan Riset Manajemen* 9, no. 11 (2021).

¹¹ A. T. Muliza and C. D. Astuti, "Pengaruh Pengendalian Internal, Integritas Karyawan, Dan Komitmen Organisasi Terhadap Pencegahan Kecurangan," *EBID: Ekonomi Bisnis Digital* 1, no. 2 (2023): 203–8.

¹² Muliza and Astuti, "Pengaruh Pengendalian Internal, Integritas Karyawan, Dan Komitmen Organisasi Terhadap Pencegahan Kecurangan."

¹³ I. Utami et al., "Integrity Disclosure in Banking Companies in Indonesia," *Asia Pacific Fraud Journal* 8, no. 2 (2023): 229, <https://doi.org/10.21532/apfjournal.v8i2.287>.

¹⁴ F. Humaira et al., "Pengaruh Integritas Dan Pengembangan Karir Terhadap Kinerja Karyawan," *Manager Jurnal Ilmu Manajemen* 2, no. 3 (2019): 329–42.

This research employs the Theory of Planned Behavior, which is a concept developed from the Theory of Reasoned Action (TRA) proposed by Ajzen. Ajzen¹⁵ explains the Theory of Planned Behavior (TPB) as how individual behavior is influenced by intention, which is formed from value, perceived social pressure, and action control. Together, these three factors shape an individual's intention to perform the action, which ultimately influences the behavior performed. Thus, this theory is relevant to the performance of banking employees because integrity often involves ethical intentions and norms, while training and compensation build attitudes and control over work behavior that will have an impact on improving employee performance. Equity theory is a motivational hypothesis developed by researcher J. Stacey Adams in 1963. Adams was a behavioral psychologist whose study focused on employment motivation. According to Adams' equity theory, employees want a fair balance between what they put into the job (inputs) and what they receive in exchange for completed tasks (outputs). The idea of equity is thus based on the employee's concept of fairness and balance as they attempt to guarantee that the benefits are equitable in contrast to the contributions of other employees.

The urgency of this research is not only oriented towards improving individual performance but also on the formation of a professional and integrity-based work culture in the Indonesian banking environment. According to (Efendi et al., 2024) in Dzirrusydi & Syahfina¹⁶, Approximately 45% of employees in the industrial sector experience conflicts of interest that lead to dishonesty in the performance of their duties. Also, (Siregar, 2022) in Muliza & Astuti¹⁷, As happened in 2022, there was a case involving Bank Riau Kepri (BPK) where more than five billion rupiah of customer funds were embezzled by the regional bank's administrator with the help of customer service (CS). Based on earlier research gap, integrity is often overlooked in banking employee performance models, even though it is important for preventing ethical risks such as fraud, cheating, and embezzlement of customer funds, which will impact employee performance. By combining integrity as an independent variable with job training and compensation, this study provides a new framework for improving ethical compliance in Jakarta banks, particularly considering the cultural diversity of Jakarta, which is known for its urbanization pressures and high-end urban lifestyle.

¹⁵ I. Ajzen, "The Theory of Planned Behavior," *Organizational Behavior and Human Decision Processes* 50 (1991): 179–211.

¹⁶ Z. Dzirrusydi and W. Syahfina, "Peran Kode Etik Dalam Meningkatkan Profesionalisme Karyawan Pada Perusahaan Swasta Di Kabupaten Karimun," *Innovative: Journal of Social Science Research* 5, no. 3 (2025): 7080–88.

¹⁷ Muliza and Astuti, "Pengaruh Pengendalian Internal, Integritas Karyawan, Dan Komitmen Organisasi Terhadap Pencegahan Kecurangan."

RESEARCH METHODS

Population and Sample

This research applies a quantitative method focusing on associative design that attempts to test the correlational connection among variables of job training, compensation, integrity, and employee performance in the banking sector in the DKI Jakarta area. Primary data collection was conducted through an online survey (Google Form), which led to the use of Non-Probability Sampling techniques, specifically Purposive Sampling combined with Convenience Sampling. A total of 187 respondents participated, consisting of men and women aged 18 to 55 years old with educational backgrounds ranging from high school/vocational school to doctoral degrees (S2/S3) and work experience in the banking sector.

Research Instruments

The research instrument was designed in the form of a closed questionnaire using a Likert scale with five points, a value of 1 represented strong disagreement and a value of 5 represented strong agreement. The research measurement indicators are detailed in Table 1.

Table 1. Research Construct

Variable	Measurement Indicators	References
Job Training (X1)	X1.1 = Participating in job training relevant to my work at the company X1.2 = The training materials and methods are easy to understand and apply in my work X1.3 = The job training I participated in improved my skills X1.4 = I can work more effectively and confidently after participating in the training X1.5 = The training support facilities are adequate	(Salsabila & Fadli, 2023) ¹⁸ (Suhartini, 2019) ¹⁹ (Nurdin & Mulyanti, 2023) ²⁰ (Nitawati et al., 2024) ²¹

¹⁸ D. L. Salsabila and U. M. D. Fadli, "Analisis Pelaksanaan Program Pelatihan Pengembangan Sumber Daya Manusia Pada PT Pupuk Kujang Cikampek," *Jurnal Economina* 2, no. 6 (2023): 1281–94, <https://doi.org/10.55681/economina.v2i6.598>.

¹⁹ Y. Suhartini, "Pengaruh Materi Dan Metode Pelatihan Terhadap Kemampuan Kerja Karyawan PD BPR Bantul Yogyakarta," *Akmenika: Jurnal Akuntansi Dan Manajemen* 16, no. 2 (2019), <https://doi.org/10.31316/akmenika.v16i2.392>.

²⁰ A. Nurdin and D. Mulyanti, "Fungsi Peranan Pendidikan Dan Pelatihan Terhadap Peningkatan Keterampilan Kinerja Karyawan Di Perusahaan," *Transformasi: Journal of Economics and Business Management* 2, no. 2 (2023): 85–92, <https://doi.org/10.56444/transformasi.v2i2.722>.

²¹ N. Nitawati et al., "Pengaruh Pendidikan Dan Pelatihan, Disiplin Kerja, Dan Sarana Prasarana Kerja Terhadap Kinerja Pegawai Dinas Ketahanan Pangan Kabupaten Majene," *Jurnal Pelopor Manajemen Indonesia (JPMI)* 3, no. 2 (2024): 194–207.

			Data
Compensation (X2)	X2.1 = Salary received is commensurate with workload and responsibilities during employment	(Wibowo & Prasetyo, 2022) ²²	
	X2.2 = Bonuses I receive from the company increase my enthusiasm/productivity at work	(Santosa, 2024) ²³	
	X2.3 = Compensation received is commensurate with my performance	(Riski et al., 2023) ²⁴	
	X2.4 = Compensation at the company is provided fairly without discrimination		
	X2.5 = I am satisfied with the fair and transparent compensation system at the company		
Integrity (X3)	X3.1 = I comply with company rules, policies, and codes of conduct	(Dzirusydi & Syahfina, 2025) ²⁵	
	X3.2 = I uphold ethical values and applicable norms	(Alfayum & Alamsyah, 2025) ²⁶	
	X3.3 = I am consistent between my words and actions at work	(Santoso et al., 2025) ²⁷	
	X3.4 = I am honest and responsible in submitting reports or work information		
	X3.5 = I do not abuse my authority or position in the company		
Employee Performance (Y)	Y.1 = I complete my work on time and according to targets	(Ma'ruf et al., 2024) ²⁸	
	Y.2 = I take the initiative to find and provide solutions to work problems	(R. D. Z. Putri et al., 2024) ²⁹	
	Y.3 = I always strive to improve the quality of my work		
	Y.4 = I am able to work well in a team and contribute actively		
	Y.5 = I take the initiative to provide ideas or innovations to improve work effectiveness		

²² N. F. Wibowo and A. Prasetyo, "Pengaruh Lingkungan Kerja Fisik, Kompensasi, Dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Pada Karyawan AMP (Asphalt Mixing Plant) PT Aneka Bangun Sarana (ABS) Gombang," *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis, Dan Akuntansi (JIMMBA)* 4, no. 3 (2022): 387–98, <https://doi.org/10.32639/jimmba.v4i3.119>.

²³ M. A. N. Santosa, "Pengaruh Keadilan Kompensasi, Kepuasan Kompensasi, Dan Internalisasi Tujuan Terhadap Kinerja Karyawan Pada PT Bintang Maahir Santosa" (Universitas Islam Indonesia, 2024).

²⁴ W. Riski et al., "Kompensasi Dan Tunjangan Dalam Perspektif Manajemen Syariah: Upaya Meningkatkan Keadilan," *AB-JOIEC: Al-Bahjah Journal of Islamic Economics* 1, no. 2 (2023): 68–77, <https://doi.org/10.61553/abjoiec.v1i2.35>.

²⁵ Dzirusydi and Syahfina, "Peran Kode Etik Dalam Meningkatkan Profesionalisme Karyawan Pada Perusahaan Swasta Di Kabupaten Karimun."

²⁶ A. Alfayum and M. A. Alamsyah, "Hubungan Profesi Dan Profesional Hukum Dalam Menjaga Integritas," *Jurnal Ilmiah Nusantara (JINU)* 2, no. 3 (2025): 728–38.

²⁷ A. I. Santoso et al., "Analisis Etika Bisnis Terhadap Praktik Korupsi Dan Penyalahgunaan Wewenang Di Lingkungan Organisasi," 5, no. 5 (2025).

²⁸ I. Ma'ruf et al., "Meningkatkan Kinerja Melalui Manajemen Yang Adaptif Dan Inovatif," *Jurnal Media Akademik (JMA)* 2, no. 12 (2024).

²⁹ R. D. Z. Putri et al., "Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan: Literature Review," *Jurnal Ilmiah Dan Karya Mahasiswa* 2, no. 2 (2024): 298–310, <https://doi.org/10.54066/jikma.v2i2.1761>.

Analysis Techniques

The data examination process began with descriptive analysis to identify the fundamental characteristics of respondents and data distribution,³⁰ which was then followed by inferential analysis using Partial Least Squares Structural Equation Modelling (PLS-SEM) through SmartPLS 4.0 software. The selection of PLS-SEM is justified by its advantages as a non-parametric method that does not require strict data distribution assumptions (relaxed distributional assumptions) and is prediction-oriented, which aims to maximize the explained variance (R^2 value) in endogenous variables (Employee Performance). The main stages in PLS-SEM include Outer Model to examine the validity and reliability of variables: convergent validity is assessed through Average Variance Extracted ($AVE > 0.50$); discriminant validity is verified using the Fornell-Larcker criterion (< 0.90); and reliability is measured using Composite Reliability ($CR > 0.70$). Once the measurement model is confirmed to be valid and reliable, the analysis proceeds to Structural Model Evaluation (Inner Model) to test the significance of causal relationships and correlations between latent variables in accordance with the research hypothesis.

Given a formulation of the above concepts, the theoretical framework for the examination is as outlined below:

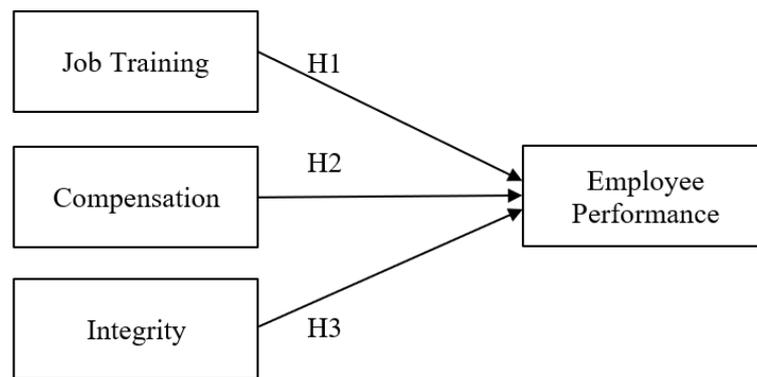


Figure 1. Research Conceptual Framework

Source: Processed by Author (2025)

³⁰ G. Wibisono and H. Mauludin, "The Influence of Achievement Needs and Employee Competencies on Career Achievement," *The Contrarian: Finance, Accounting, and Business Research* 4, no. 2 (2025): 70–87, <https://doi.org/10.58784/cfabr.330>.

RESULTS AND DISCUSSION

Results

Demographic Results

Table 2. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
<i>Age</i>	18–25 Years	71	37,8
	26–35 Years	95	50,5
	36–45 Years	19	10,1
	>50 Years	2	1,1
<i>Gender</i>	Man	74	39,4
	Woman	113	60,1
<i>Final Education</i>	High School/Vocational School Equivalent	37	19,7
	D3	27	14,4
	S1	115	61,2
	S2/S3	8	4,3
<i>Long Time Working</i>	≤ 2 Years	41	21,8
	3–5 Years	61	32,4
	>5 Years	86	45,7

Source: Processed by Author (2025)

According to Table 2, the largest number of responses (50.5%) came from those aged 26 to 35, indicating that most employees are in the productive phase of their careers and have mature work experience. Women accounted for 60.1%, indicating that they are well represented in the Jakarta banking sector. In terms of education level, a large percentage of respondents (61.2%) had a bachelor's degree, indicating that the workforce in this industry is well educated of banking with a bachelor's degree. Meanwhile, more than 5 years of service (45.7%) indicates a relatively high level of loyalty and experience, which contributes to the overall stability and success of banking companies.

SEM-PLS Data Analysis

Evaluation of Outer Model

The outer model was evaluated to determine construct validity and reliability using convergent validity, discriminant validity, and composite reliability measures. According to the

results of data evaluation conducted with Smart PLS 4.0, all variables in each construct had outer loading values over 0.50, indicating that each variable contributed significantly to describing the latent concept. To ensure substantial data validity in this study, an external model analysis was used to reinforce and confirm the accuracy of the measurement model. Convergent validity was evaluated using Average Variance Extracted (AVE) for each concept. As shown in Table 3, the AVE values for the Job Training, Compensation, Integrity, and Employee Performance constructs were 0.749, 0.659, 0.802, and 0.591, respectively. These results indicate that most constructs exceed the minimum threshold, meaning strong convergent validity. Table 3 provides further details on the overall reliability and validity results of the constructs.

Table 3. Validity, Reliability and AVE Tests

Variable	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
<i>Job Training (X1)</i>	0.916	0.937	0.749
<i>Compensation (X2)</i>	0.870	0.906	0.659
<i>Integrity (X3)</i>	0.938	0.953	0.802
<i>Employee Performance (Y)</i>	0.829	0.877	0.591

Source: Processed by Author (2025)

Results of Data Reliability Evaluation

The reliability of the construct was evaluated using the Composite Reliability (CR) coefficient and Cronbach's Alpha (CA). A construct is considered reliable if its CR and CA values are above 0.70. As shown in Table 3, the Composite Reliability values for the constructs of Job Training, Compensation, Integrity, and Employee Performance are 0.937, 0.906, 0.953, and 0.877. In addition, the Cronbach's Alpha values for these constructs are 0.916, 0.870, 0.938, and 0.829. Given that all Composite Reliability (CR) and Cronbach's Alpha (CA) values are well above the specified requirements, it can be concluded that this instrument has excellent internal consistency, indicating that the theories used in this study are highly reliable. Hair & Abdullah³¹ recommend that

³¹ J. Hair and A. Abdullah, "Partial Least Squares Structural Equation Modeling (PLS-SEM) in Second Language and Education Research: Guidelines Using an Applied Example," *Elsevier Research Methods in Applied Linguistics*, 2022.

CR values > 0.70 and AVE ≥ 0.50 indicate strong convergent reliability and validity in PLS-SEM-based models. These findings confirm these recommendations.

Table 4. Discriminant Validity Testing (Fornell-Larcker Criterion)

Variable	Integrity (X3)	Employee Performance (Y)	Compensation (X2)	Job Training (X1)
<i>Integrity (X3)</i>	0.895			
<i>Employee Performance (Y)</i>	0.783	0.769		
<i>Compensation (X2)</i>	0.469	0.615	0.812	
<i>Job Training (X1)</i>	0.596	0.615	0.597	0.865

Source: Processed by Author (2025)

According to Table 4, the AVE square root values for each construct exceed the correlation values between constructs in the same row and column. This indicates that each variable has high discriminant validity, meaning that the variable can explain its own indicators better than other constructs. Integrity ($\sqrt{\text{AVE}} = 0.895$) is higher than other categories, including employee performance (0.783), compensation (0.469), and job training (0.596), in terms of correlation. Thus, all research constructs meet the Fornell-Larcker Criteria, indicating that the measurement model (outer model) provides conceptual and empirical clarity between the explored latent variables.

Evaluation of Inner Model

Table 5. R-Square (R^2)

	R-Square	R-Square Adjusted
<i>Employee Performance (Y)</i>	0.697	0.692

Source: Processed by Author (2025)

The R^2 value of 0.697 indicates that the independent variables, namely Job Training (X1), Compensation (X2), and Integrity (X3), can explain 69.7% of the variation in Employee Performance (Y). The Adjusted R^2 value of 0.692 reflects the stable predictive power of this model.

Chin (1998) classifies this research model as strong because it has an R^2 value of more than 0.67, which indicates a good ability to explain endogenous variables.

Table 6. F-Square Value (f^2)

	f^2	Category
<i>Integrity (X3) → Employee Performance (Y)</i>	0.735	Big Effects
<i>Compensation (X2) → Employee Performance (Y)</i>	0.162	Moderate Effects
<i>Job Training (X1) → Employee Performance (Y)</i>	0.014	Small Effects

Source: Processed by Author (2025)

The f^2 value shows the relative contribution linking all independent variables to the dependent variable. Integrity (X3) has the greatest impact on employee performance ($f^2 = 0.735$), indicating a significant effect. The Compensation variable (X2) has a moderate effect (0.162), while Job Training (X1) has a minor effect (0.014) on Employee Performance (Y). Based on the examination, compared to other variables, the integrity component has the greatest effect on employee performance.

Table 7. Q-Square Value (Q^2)

Variable	SSO	SSE	$Q^2 (=1 - SSE/SSO)$	Criteria
<i>Employee Performance (Y)</i>	935.000	576.050	0.384	Good

Source: Processed by Author (2025)

The Q^2 value of the model is 0.384, indicating strong predictive relevance. Hair & Abdullah³², found that a Q^2 value > 0 indicates that the structural framework can predict dependent variables. This research approach accurately predicts employee performance based on job training, compensation, and integrity.

Hypothesis Test Results

To determine the impact of hidden variables in the research model, hypothesis validation was performed using the SmartPLS 4.0 bootstrapping method. The test results were analyzed using

³² Hair and Abdullah, "Partial Least Squares Structural Equation Modeling (PLS-SEM) in Second Language and Education Research: Guidelines Using an Applied Example."

route coefficients (original dataset), t-statistic scores, and significance values (p-values). Correlations between variables were considered significant if the t-statistic value was > 1.96 and the p-value was ≤ 0.05 .

Table 8. Hypothesis Testing

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values	Hypothesis Results
Integrity (X3) → Employee Performance (Y)	0.598	0.592	0.078	7.657	0.000	Significant
Compensation (X2) → Employee Performance (Y)	0.280	0.279	0.124	2.255	0.025	Significant
Job Training (X1) → Employee Performance (Y)	0.091	0.103	0.110	0.827	0.409	Insignificant

Source: Processed Data (2025)

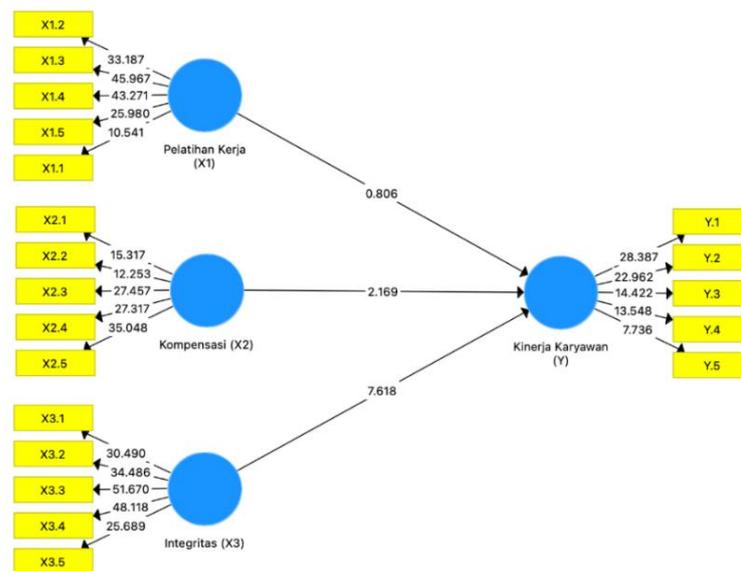


Figure 2. Bootstrapping
Source: Processed Data (2025)

According to Table 8, the results show that Integrity (X3) has a positive and significant impact on Employee Performance (Y), with a path coefficient value of 0.598, a T value of 7.657, and a p-value of 0.000. This indicates that higher levels of employee honesty and professionalism

will result in better performance. The Compensation Factor (X2) also has a significant and influential impact on Employee Performance (Y), with $\beta = 0.280$, T statistic = 2.255, and significance level (p-value) = 0.025. These results prove that a fair and performance-based compensation system can significantly increase employee motivation and productivity. Conversely, the Job Training variable (X1) does not show a significant effect on Employee Performance (Y), with $\beta = 0.091$, T statistic = 0.827, and p-value = 0.409. This reflects irrelevance to job demands in the field.

Discussion

Hypothesis 1

Based on research conducted on educational backgrounds and long-time working, most bank employees in Jakarta believe that training is no longer relevant to their work, and they assume that they currently do not need it or are already skilled in their field. In conclusion, Job Training has no significant effect on the performance of bank employees, especially in Jakarta. Another the results of this study on bank employees in Jakarta illustrate that after participating in job training, they do not receive commensurate rewards such as salary increases or promotions that would motivate them to work harder. Employees felt that this was unfair, which led to a decline in their performance and had little impact on performance improvement. Supported by Adams (1965) stated that employees desire an equitable proportion between what they put into the job (inputs) and what they receive in return for completed work (outputs).

This is in line with N. R. Putri & Ratnasari³³ training variables had no significance for employee performance at PT. Asuransi Takaful Batam. Problems with timing, suitability of materials, methods used, and insufficient duration are the another causes of training failure, resulting in training that is not fully relevant to the demands of actual work in the field.

In another situation of the study Sandy et al.,³⁴ explained at Bank Jatim Gresik during the COVID-19 pandemic, that training had no significance for employee performance since the interpretation of laws forbade assembly. At this point, the lack of job training indicates that the training programs provided are not on target or are not well integrated into the employee performance growth plan. Yet, employees of the Bank Rakyat Indonesia Syariah Padang Branch

³³ N. R. Putri and S. L. Ratnasari, "Pengaruh Tingkat Pendidikan, Pelatihan, Dan Pengembangan Karir Terhadap Kinerja Karyawan PT Asuransi Takaful Batam," *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis* 7, no. 1 (2019): 48–55, <https://doi.org/10.30871/jaemb.v7i1.1083>.

³⁴ M. F. Sandy et al., "Pengaruh Pelatihan, Kepemimpinan Transformasional, Dan Budaya Organisasi Terhadap Kompetensi Dan Kinerja Pegawai Di PT Bank Jatim Gresik Pada Masa Pandemi Covid-19," *Indonesian Journal of Management Science* 1, no. 1 (2022): 1–11, <https://doi.org/10.46821/ijms.v1i1.294>.

performed significantly after completing training.³⁵ They confirm that the training organized by the company encourages them to continue improving their performance and produce outstanding results.

Hypothesis 2

The outcomes of this hypothesis validation confirm the facts in the context of the Jakarta banking industry, compensation is a main factors that influence employee performance especially in banking sector. Salary as the basis of performance, on that basis, the company must ensure that it has a reasonable and fair compensation policy for employees.³⁶ This supports the *equity theory* by Adams (1965), which states that the perception of fairness in the provision of compensation plays an important role in shaping positive work attitudes and increased productivity. The fair compensation provided by PT. Panin Bank Tbk KCU Palmerah West Jakarta has had a significant impact, and this compensation can increase employee enthusiasm, motivation, and creativity, thereby improving performance.³⁷ This is supported by research Amelia³⁸, confirming that salary matters most for employees since it reflects their performance. According to (Jufrizen, 2017) in the Wandu et al.,³⁹ Employees rely on incentives to fulfill their fundamental demands, which renders it an essential consideration in their job accomplishments.

According to Fadhlillah et al.,⁴⁰ The compensation offered by the organization serves as one of their primary motivators to stay employed. Wulandari & Cahyono⁴¹, Their research verify that compensation is predicted to improve employee productivity, and they will feel extra committed to their task. This is in line with the research conducted by Sari et al.,⁴² there is a positive and significant influence between compensation and employee performance at Bank BCA KCU

³⁵ P. Yulianti and N. D. Fadhlillah, "Pengaruh Pelatihan Dan Promosi Jabatan Terhadap Kinerja Karyawan Pada Bank Rakyat Indonesia Syariah Cabang Padang," *Jurnal Ekonomi Dan Bisnis Dharma Andalas* 23, no. 2 (2021).

³⁶ D. T. Apriyadi et al., "Pengaruh Kompensasi Terhadap Kinerja Pegawai," *Karimah Tauhid* 2, no. 6 (2023), <https://doi.org/10.30997/karimahtauhid.v2i6.10715>.

³⁷ K. Kamaludin, "Pengaruh Kompensasi Terhadap Kinerja Karyawan," *RIGGS: Journal of Artificial Intelligence and Digital Business* 4, no. 1 (2025): 524–37, <https://doi.org/10.31004/riggs.v4i1.573>.

³⁸ S. Amelia, "Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Bank Syariah Indonesia KC Tangerang Ciputat," *Tadbir: Jurnal Manajemen Dakwah FDIK IAIN Padangsidempuan* 5, no. 1 (2023): 29–42, <https://doi.org/10.24952/tadbir.v5i1.8276>.

³⁹ D. Wandu et al., "Pengaruh Kompensasi Terhadap Kinerja Karyawan Di Perusahaan Jasa Pengiriman Di Kota Serang Indonesia," *Journal of Management and Business Review* 19, no. 1 (2022): 80–91, <https://doi.org/10.34149/jmbr.v19i1.235>.

⁴⁰ H. Fadhlillah et al., "Pengaruh Kompensasi, Motivasi, Dan Budaya Organisasi Terhadap Kinerja Karyawan Bank Syariah 'X' Di Surabaya," *Jurnal Ilmiah Ekonomi Islam* 9, no. 1 (2023): 646–55.

⁴¹ F. Wulandari and H. Cahyono, "Pengaruh Kompensasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening Di Bank Rakyat Indonesia Syariah Sidoarjo," *Jurnal Ekonomika Dan Bisnis Islam* 4, no. 1 (2021): 45–54, <https://doi.org/10.26740/jekobi.v4n1.p45-54>.

⁴² I. S. Sari et al., "Pengaruh Kompensasi, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan," *Jurnal Integrasi Sumber Daya Manusia* 1, no. 2 (2023): 81–87, <https://doi.org/10.56721/jisdsm.v1i2.211>.

Kedoya Permai. As businesses become increasingly competitive, companies must understand the importance of treating employees fairly and ensuring that the compensation they receive is proportionate to their contribution to the company's goals.

Hypothesis 3

These findings imply that in the Jakarta banking sector, morality and professional integrity have a stronger influence on employee performance than job training. Employees in the banking sector work in conditions that require strict regulatory compliance, data accuracy, and ethical responsibility, so integrity plays an important role as a foundation for public performance, trust and those who deal directly with customers. This is in line with the research Purwati & Wijaya⁴³ Simultaneously, it can be stated that the integrity variable has a significant effect on the performance of employees. These findings correspond to earlier research, especially those conducted by Khairul et al.,⁴⁴ which emphasize that integrity is a crucial determinant in maintaining the reputation and performance of financial service organizations. According to Rahmawati et al.,⁴⁵ each individual's high level of integrity may avoid fraud in any agency or organization. Supported by Theory of Planned Behavior (TPB)⁴⁶ as how individual behavior is influenced by intention, which is formed from value, Perceived Social Pressure, and action control. This is in line by research Ayu Az-Zahra et al.,⁴⁷ Integrity has a positive and significant effect on fraud prevention at PT. Bank KEB Hana Indonesia, Jakarta Region.

An individual with integrity must be honest and truthful, brave, smart, and accountable. This represents synchronous regarding an analysis of research at the Institution Payakumbuh OPD by Wahyuni⁴⁸ integrity contributes to employee performance, that employees who are brave in carrying out their duties, employees who are honest in working, wise in making decisions and dealing with situations, and employees who are responsible for all the work that is carried out on

⁴³ A. A. Purwati and I. Wijaya, "Pengaruh Kepemimpinan Transformasional, Integritas, Kompetensi, Dan Komitmen Organisasi Terhadap Kinerja Karyawan Di PT Golden Riau Jaya Pekanbaru," *Jurnal Sains, Teknologi Dan Industri* 16, no. 2 (2019): 132, <https://doi.org/10.24014/sitekin.v16i2.10443>.

⁴⁴ O. Khairul et al., "Pengaruh Integritas, Budaya Organisasi, Dan Gaya Kepemimpinan Terhadap Kinerja Anggota DPRD Yang Dimediasi Motivasi Kerja (Studi Pada DPRD Kalimantan Timur)," *JCI Jurnal Cakrawala Ilmiah* 3, no. 11 (2024), <https://mail.bajangjournal.com/index.php/JCI/article/view/8152>.

⁴⁵ Y. Rahmawati et al., "Literature Review: Pengaruh Integritas, Profesionalisme Auditor Internal, Dan Good Corporate Governance Terhadap Pencegahan Kecurangan," *Jurnal Economina* 2, no. 6 (2023): 1475–86, <https://doi.org/10.55681/economina.v2i6.638>.

⁴⁶ Ajzen, "The Theory of Planned Behavior."

⁴⁷ R. S. Ayu Az-Zahra et al., "Pengaruh Pengendalian Internal Dan Integritas Karyawan Terhadap Pencegahan Kecurangan (Fraud) Pada PT Bank KEB Hana Indonesia Wilayah Jakarta," *ADI Bisnis Digital Interdisiplin Jurnal* 2, no. 2 (2021): 38–44, <https://doi.org/10.34306/abdi.v2i2.555>.

⁴⁸ S. Wahyuni, "Pengaruh Penerapan E-Kinerja Dan Integritas Terhadap Kinerja Pegawai," *JESS: Journal of Education on Social Science* 4, no. 2 (2020): 153–64, <https://doi.org/10.24036/jess.v4i2>.

them will have excellent performance. Supported by research Rahmadani⁴⁹ stating that there is a significant influence of integrity on employee performance at the Padang District Attorney's Office. Saputra et al.,⁵⁰ concluded the most important key elements of integrity is being honesty and compliance with legal provisions.

CONCLUSION

The hypothesis examination findings showed integrity and compensation had a positive and significant impact on employee performance, except job training did not significant impact. The main impact of the integrity variable shows that honest or professional, consistent, and responsible behavior is an important factor in the development of individual performance in the financial sector. In fact, fair, transparent, and incentive-based compensation strengthens employee motivation and commitment to reaching the greatest performance at work. Accurate outcomes on the compensation variable confirm that financial stability and a just reward system are the biggest causes of employee performance.

Conversely, job training in this study had no show a significance impact for employee performance at banking sector, caused by the current training program being irrelevant or employees already being skilled and having no effect on performance in the field, due to a lack of suitability between the training methods applied and practical work objectives. Companies need to conduct an intensive analysis of training strategies that suit their training needs before selecting the materials and techniques to be used, so that the training is directly targeted and effective in the field.

From a theoretical perspective, this study has the potential to enhance the theoretical framework of variables impacting employee performance by integrating integrity, a significant factor that is rarely extensively studied. Furthermore, from a practical perspective, Strategic human resource management requires a holistic approach that integrates the strengthening of a culture of integrity through ethical policies and transparent monitoring systems as the moral foundation and reputation of the organization. Simultaneously, it is necessary to implement a Fair and Competitive Compensation System Design that is performance-based and balanced between financial and non-financial components, in order to maintain employee motivation and loyalty. To ensure the effectiveness of competency development, an Evaluation of Training Program Effectiveness is required, preceded by a needs assessment and followed by performance monitoring to ensure the transfer of knowledge to actual work practices.

⁴⁹ S. Rahmadani, "Pengaruh Lingkungan Kerja Dan Integritas Terhadap Kinerja Pegawai," *JESS (Journal of Education on Social Science)* 4, no. 2 (2020): 165, <https://doi.org/10.24036/jess.v4i2.293>.

⁵⁰ F. Saputra et al., "Pengaruh Lingkungan Kerja Dan Integritas Terhadap Kinerja Pegawai Dinas Perhubungan Kota Kendari," *Jurnal Multidisipliner Bharasumba* 2, no. 4 (2023): 273–95, <https://doi.org/10.62668/bharasumba.v2i04.804>.

Recommendations

The limitations of this study are the lack of previous studies discussing integrity variables in relation to employee performance, particularly in the banking sector, and the limited sample data obtained in the Jakarta area. This creates an opportunity for new, more extensive research on the simultaneous link between these three variables. Further research could expand the model by adding mediating or moderating variables such as work motivation, job satisfaction, or leadership style to explain the indirect relationship between training and performance. Research in other sectors, such as microfinance institutions, fintech, or insurance, is also needed to examine the consistency of these findings in different industry contexts. In addition, researchers can then increase the number of research samples at different locations and can compare conventional banks with digital banks. Further research is expected to enrich the literature on factors affecting employee performance in the financial services sector, particularly in suburban or medium-sized companies.

BIBLIOGRAPHY

- Ajzen, I. "The Theory of Planned Behavior." *Organizational Behavior and Human Decision Processes* 50 (1991): 179–211.
- Alfayum, A., and M. A. Alamsyah. "Hubungan Profesi Dan Profesional Hukum Dalam Menjaga Integritas." *Jurnal Ilmiah Nusantara (JINU)* 2, no. 3 (2025): 728–38.
- Amelia, S. "Pengaruh Kompensasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Bank Syariah Indonesia KC Tangerang Ciputat." *Tadbir: Jurnal Manajemen Dakwah FDIK IAIN Padangsidempuan* 5, no. 1 (2023): 29–42. <https://doi.org/10.24952/tadbir.v5i1.8276>.
- Annisa, S., E. Siahaan, and P. Lumbanraja. "Impact of Digital Transformation on Banking Employee Performance with Self-Efficacy as a Mediator." *Problems and Perspectives in Management* 22, no. 4 (2024): 523–31. [https://doi.org/10.21511/ppm.22\(4\).2024.39](https://doi.org/10.21511/ppm.22(4).2024.39).
- Apriyadi, D. T., G. G. Seran, and B. Sastrawan. "Pengaruh Kompensasi Terhadap Kinerja Pegawai." *Karimah Tauhid* 2, no. 6 (2023). <https://doi.org/10.30997/karimahtauhid.v2i6.10715>.
- Az-Zahra, R. S. Ayu, A. Jaelani, and M. Nursi. "Pengaruh Pengendalian Internal Dan Integritas Karyawan Terhadap Pencegahan Kecurangan (Fraud) Pada PT Bank KEB Hana Indonesia Wilayah Jakarta." *ADI Bisnis Digital Interdisiplin Jurnal* 2, no. 2 (2021): 38–44. <https://doi.org/10.34306/abdi.v2i2.555>.
- Dzirusyidi, Z., and W. Syahfina. "Peran Kode Etik Dalam Meningkatkan Profesionalisme Karyawan Pada Perusahaan Swasta Di Kabupaten Karimun." *Innovative: Journal of Social Science Research* 5, no. 3 (2025): 7080–88.
- Fadhlillah, H., H. Kholidah, and H. Y. Hijriah. "Pengaruh Kompensasi, Motivasi, Dan Budaya Organisasi Terhadap Kinerja Karyawan Bank Syariah 'X' Di Surabaya." *Jurnal Ilmiah Ekonomi Islam* 9, no. 1 (2023): 646–55.
- Hair, J., and A. Abdullah. "Partial Least Squares Structural Equation Modeling (PLS-SEM) in Second Language and Education Research: Guidelines Using an Applied Example." *Elsevier Research Methods in Applied Linguistics*, 2022.

Niken Rosiana, Didin Hikmah Perkasa: Employee Performance in Jakarta Banks: The Role of Training, Compensation, and Integrity

- Humaira, F., S. Agung, and E. Kuraesin. "Pengaruh Integritas Dan Pengembangan Karir Terhadap Kinerja Karyawan." *Manager Jurnal Ilmu Manajemen* 2, no. 3 (2019): 329–42.
- Kamaludin, K. "Pengaruh Kompensasi Terhadap Kinerja Karyawan." *RIGGS: Journal of Artificial Intelligence and Digital Business* 4, no. 1 (2025): 524–37. <https://doi.org/10.31004/riggs.v4i1.573>.
- Khairul, O., R. P. Suci, and N. Mas. "Pengaruh Integritas, Budaya Organisasi, Dan Gaya Kepemimpinan Terhadap Kinerja Anggota DPRD Yang Dimediasi Motivasi Kerja (Studi Pada DPRD Kalimantan Timur)." *JCI Jurnal Cakrawala Ilmiah* 3, no. 11 (2024). <https://mail.bajangjournal.com/index.php/JCI/article/view/8152>.
- Ma'ruf, I., M. R. A. Stio, N. R. Sheliana, R. Aulia, and E. Hadiati. "Meningkatkan Kinerja Melalui Manajemen Yang Adaptif Dan Inovatif." *Jurnal Media Akademik (JMA)* 2, no. 12 (2024).
- Muliza, A. T., and C. D. Astuti. "Pengaruh Pengendalian Internal, Integritas Karyawan, Dan Komitmen Organisasi Terhadap Pencegahan Kecurangan." *EBID: Ekonomi Bisnis Digital* 1, no. 2 (2023): 203–8.
- Ningsih, S. S. "Pengaruh Pelatihan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Bank BRI Syariah KC Madiun." Institut Agama Islam Negeri Ponorogo, 2019.
- Nitawati, N., R. Reynilda, and H. Alwany. "Pengaruh Pendidikan Dan Pelatihan, Disiplin Kerja, Dan Sarana Prasarana Kerja Terhadap Kinerja Pegawai Dinas Ketahanan Pangan Kabupaten Majene." *Jurnal Pelopor Manajemen Indonesia (JPMI)* 3, no. 2 (2024): 194–207.
- Nurdin, A., and D. Mulyanti. "Fungsi Peranan Pendidikan Dan Pelatihan Terhadap Peningkatan Keterampilan Kinerja Karyawan Di Perusahaan." *Transformasi: Journal of Economics and Business Management* 2, no. 2 (2023): 85–92. <https://doi.org/10.56444/transformasi.v2i2.722>.
- Pratama, A. Y., and D. U. Wahyuni. "Pengaruh Kompetensi, Motivasi, Dan Kompensasi Terhadap Kinerja Karyawan." *Jurnal Ilmu Dan Riset Manajemen* 9, no. 11 (2021).
- Purwati, A. A., and I. Wijaya. "Pengaruh Kepemimpinan Transformasional, Integritas, Kompetensi, Dan Komitmen Organisasi Terhadap Kinerja Karyawan Di PT Golden Riau Jaya Pekanbaru." *Jurnal Sains, Teknologi Dan Industri* 16, no. 2 (2019): 132. <https://doi.org/10.24014/sitekin.v16i2.10443>.
- Putri, N. R., and S. L. Ratnasari. "Pengaruh Tingkat Pendidikan, Pelatihan, Dan Pengembangan Karir Terhadap Kinerja Karyawan PT Asuransi Takaful Batam." *Jurnal Akuntansi, Ekonomi Dan Manajemen Bisnis* 7, no. 1 (2019): 48–55. <https://doi.org/10.30871/jaemb.v7i1.1083>.
- Putri, R. D. Z., S. Yulianti, and M. I. Anshori. "Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kinerja Karyawan: Literature Review." *Jurnal Ilmiah Dan Karya Mahasiswa* 2, no. 2 (2024): 298–310. <https://doi.org/10.54066/jikma.v2i2.1761>.
- Rahmadani, S. "Pengaruh Lingkungan Kerja Dan Integritas Terhadap Kinerja Pegawai." *JESS (Journal of Education on Social Science)* 4, no. 2 (2020): 165. <https://doi.org/10.24036/jess.v4i2.293>.
- Rahmawati, Y., C. Kuntadi, and R. Pramukty. "Literature Review: Pengaruh Integritas, Profesionalisme Auditor Internal, Dan Good Corporate Governance Terhadap Pencegahan Kecurangan." *Jurnal Economina* 2, no. 6 (2023): 1475–86. <https://doi.org/10.55681/economina.v2i6.638>.
- Rialmi, Z., and P. Patoni. "Pengaruh Pengembangan Karir Terhadap Kinerja Karyawan Pada PT Bank CIMB Niaga Cabang Pondok Indah Jakarta Selatan." *Jurnal Mandiri: Ilmu*

Niken Rosiana, Didin Hikmah Perkasa: Employee Performance in Jakarta Banks: The Role of Training, Compensation, and Integrity

- Pengetahuan, Seni, Dan Teknologi* 4, no. 2 (2020): 210–21. <https://doi.org/10.33753/mandiri.v4i2.129>.
- Riski, W., I. Maulana, and M. Mujibno. “Kompensasi Dan Tunjangan Dalam Perspektif Manajemen Syariah: Upaya Meningkatkan Keadilan.” *AB-JOIEC: Al-Bahjah Journal of Islamic Economics* 1, no. 2 (2023): 68–77. <https://doi.org/10.61553/abjoiec.v1i2.35>.
- Salsabila, D. L., and U. M. D. Fadli. “Analisis Pelaksanaan Program Pelatihan Pengembangan Sumber Daya Manusia Pada PT Pupuk Kujang Cikampek.” *Jurnal Economina* 2, no. 6 (2023): 1281–94. <https://doi.org/10.55681/economina.v2i6.598>.
- Sandeep, K. S., and N. M. “Compensation Management Practices in the Banking Sector: A Cross-Sectional Analysis of Select Public, Private, and Foreign Banks.” *International Journal of Research and Analytical Reviews* 12, no. 2 (2025).
- Sandy, M. F., J. Pudjowati, S. T. Wahyuni, and N. Retnowati. “Pengaruh Pelatihan, Kepemimpinan Transformasional, Dan Budaya Organisasi Terhadap Kompetensi Dan Kinerja Pegawai Di PT Bank Jatim Gresik Pada Masa Pandemi Covid-19.” *Indonesian Journal of Management Science* 1, no. 1 (2022): 1–11. <https://doi.org/10.46821/ijms.v1i1.294>.
- Santosa, M. A. N. “Pengaruh Keadilan Kompensasi, Kepuasan Kompensasi, Dan Internalisasi Tujuan Terhadap Kinerja Karyawan Pada PT Bintang Maahir Santosa.” Universitas Islam Indonesia, 2024.
- Saputra, F., Abd. A. Muthalib, and L. O. B. Adam. “Pengaruh Lingkungan Kerja Dan Integritas Terhadap Kinerja Pegawai Dinas Perhubungan Kota Kendari.” *Jurnal Multidisipliner Bharasumba* 2, no. 4 (2023): 273–95. <https://doi.org/10.62668/bharasumba.v2i04.804>.
- Sari, I. S., L. Lisnawati, and M. P. Paramita. “Pengaruh Kompensasi, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan.” *Jurnal Integrasi Sumber Daya Manusia* 1, no. 2 (2023): 81–87. <https://doi.org/10.56721/jisdms.v1i2.211>.
- Sihombing, P., and D. M. Verawati. “Pelatihan Dan Pengembangan Sumber Daya Manusia (Studi Kasus PD BPR Bank Bapas 69 Magelang).” *Jurnal Maneksi* 9 (2020). <https://doi.org/10.31959/jm.v9i2.490>.
- Suhartini, Y. “Pengaruh Materi Dan Metode Pelatihan Terhadap Kemampuan Kerja Karyawan PD BPR Bantul Yogyakarta.” *Akmenika: Jurnal Akuntansi Dan Manajemen* 16, no. 2 (2019). <https://doi.org/10.31316/akmenika.v16i2.392>.
- Syahputra, Z., J. Fitriarningsih, and J. Jalal. “Analysis of the Level of Human Resources Competence in the Implementation of Digital Transformation.” *Jurnal Ilmiah Kesehatan Sandi Husada* 14, no. 1 (2025): 17–26. <https://doi.org/10.35816/jiskh.v14i1.1243>.
- Utami, I., C. S. Pranata, and N. Alinsari. “Integrity Disclosure in Banking Companies in Indonesia.” *Asia Pacific Fraud Journal* 8, no. 2 (2023): 229. <https://doi.org/10.21532/apfjournal.v8i2.287>.
- Wahyuni, S. “Pengaruh Penerapan E-Kinerja Dan Integritas Terhadap Kinerja Pegawai.” *JESS: Journal of Education on Social Science* 4, no. 2 (2020): 153–64. <https://doi.org/10.24036/jess.v4i2>.
- Wandi, D., H. S. Kahpi, F. Fidziah, and Z. Abidin. “Pengaruh Kompensasi Terhadap Kinerja Karyawan Di Perusahaan Jasa Pengiriman Di Kota Serang Indonesia.” *Journal of Management and Business Review* 19, no. 1 (2022): 80–91. <https://doi.org/10.34149/jmbr.v19i1.235>.
- Wazdi, A. I., I. Rarawahyuni, and G. T. Firsttantia. “Pengaruh Pelatihan Dan Motivasi Kerja Terhadap Kinerja Karyawan Di Bank BSI Kantor Cabang Suniaraja Bandung.” *Jurnal Dimamu* 2, no. 2 (2023): 184–91. <https://doi.org/10.32627/dimamu.v2i2.738>.

Niken Rosiana, Didin Hikmah Perkasa: Employee Performance in Jakarta Banks: The Role of Training, Compensation, and Integrity

- Wibisono, G., and H. Mauludin. "The Influence of Achievement Needs and Employee Competencies on Career Achievement." *The Contrarian: Finance, Accounting, and Business Research* 4, no. 2 (2025): 70–87. <https://doi.org/10.58784/cfabr.330>.
- Wibowo, N. F., and A. Prasetyo. "Pengaruh Lingkungan Kerja Fisik, Kompensasi, Dan Motivasi Kerja Terhadap Produktivitas Kerja Karyawan Pada Karyawan AMP (Asphalt Mixing Plant) PT Aneka Bangun Sarana (ABS) Gombang." *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis, Dan Akuntansi (JIMMBA)* 4, no. 3 (2022): 387–98. <https://doi.org/10.32639/jimmba.v4i3.119>.
- Widiyanti, Z. P., A. Nadilah, and L. H. Sulistiyowati. "The Influence of Career Development, Training, and Competence on Employee Performance in Indonesian Telecommunications Companies." *International Journal of Business, Economics and Social Development* 6, no. 3 (2025): 456–65.
- Wulandari, F., and H. Cahyono. "Pengaruh Kompensasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening Di Bank Rakyat Indonesia Syariah Sidoarjo." *Jurnal Ekonomika Dan Bisnis Islam* 4, no. 1 (2021): 45–54. <https://doi.org/10.26740/jekobi.v4n1.p45-54>.
- Yulianti, P., and N. D. Fadhilah. "Pengaruh Pelatihan Dan Promosi Jabatan Terhadap Kinerja Karyawan Pada Bank Rakyat Indonesia Syariah Cabang Padang." *Jurnal Ekonomi Dan Bisnis Dharma Andalas* 23, no. 2 (2021).
- Zami, A., Y. Julius, and D. Oktavia. "Analisis Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Bank-Bank Pemerintah Di Kawasan Melawai Jakarta Selatan." *Jurnal Manajemen Dan Perbankan (JUMPA)* 9, no. 2 (2022).