

ANALYSIS OF COMPENSATION IN INCREASING PERFORMANCE OF NON-CIVILSERVANT CATHOLIC INSTRUCTORS AT THE MINISTRY OF RELIGION IN GORONTALO PROVINCE

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ABSTRACT

The present study aims to describe and analyze as well as providing the objective overview about giving compensation to Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province.

It also aims to describe and analyze the factors determining the compensation to Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province.

The results show that the compensation to Non-Civil Servant Catholic Instructors which is based on the aspect of the type of compensation is inadequate, moreover, its system is not effective and its payment is not being paid on time yet. Furthermore, the factors determining the compensation to Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province are bids and demand for employees, organizational abilities and willingness, work productivity, education and work experience.

Keywords: compensation, performance, and non-civil servant Catholic instructors

INTRODUCTION

Compensation is a service fee which is the main goal of every person who has a profession as an employee/worker. Compensation provided to employees consists of various types, such as: money or salary, facilities, rewards, and social security. Compensation is determined by several factors, including: demands for living expenses, work results, applicable government regulations, and budget availability in the organization. Compensation must be given according to the time set by the organization and known to the employees. Compensation that is well planned and managed will give satisfaction to employees and have an impact on work productivity that will benefit the organization.

Compensation is often the main focus in various research conducted by research-

ers when they want to study human resource management in an organization. Compensation is very effective and plays an important role in improving employee performance [5].

There are 10 non-PNS Catholic Religious Instructors who are appointed and appointed by means of a decree by the Head of the Regional Office of the Ministry of Religion of Gorontalo Province, totaling 10 people. They are assigned to assist the government in building the nation through the language of religion. There are three functions inherent in extension workers, namely the educational function (teaching), the consultative function (solving problems) and the advocacy function (defending the faith) [2]. To carry out these duties and functions, the extension workers are given compensation of Rp. 1,000,000 per month. This type of compensation is

considered low because it is not comparable to the heavy duties and high administrative demands, namely the report on the implementation of tasks totaling 16 meetings a month and reaching 2 assisted groups as stipulated in the technical guidelines regarding the implementation and reporting of extension tasks.

The general and ideal picture above and supported by the results of research by previous researchers and a comparison with existing phenomena in the field challenges researchers to analyze and scientifically study the application of compensation to Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province.

RESEARCH METHODS

This study uses a qualitative descriptive analysis approach. Some of the characteristics of qualitative research are as follows [1]:

1. Performed in natural conditions where the researcher goes directly to the data source and the researcher is the key instrument. Natural conditions are conditions as they are, researchers do not perform treatments that can affect the scientific object under study.
2. Qualitative research is more descriptive because the data collected in the form of words or images will be analyzed & described so that people can understand it.
3. Qualitative research prioritizes processes rather than products, meaning that researchers analyze and describe existing phenomena such as human interaction in a group, the process of carrying out work, the development of a phenomenon or civilization.
4. In qualitative research, the data is analyzed repeatedly so as to produce findings that can be arranged into specific themes.

5. Qualitative research explores the meaning of a phenomenon. This study explores in depth the original message of the existing phenomenon.

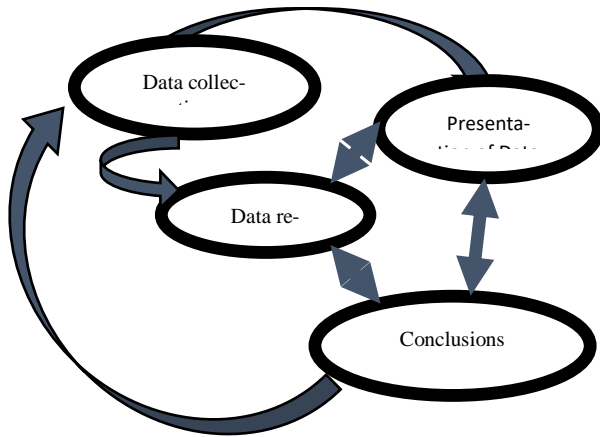
The focus of this thesis research is the Analysis of Compensation in Improving the Performance of Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province. As for the sub-focus of research as follows:

1. Compensation for Non PNS Catholic Religious Instructors at the Regional Office of the Ministry of Religious Affairs in Gorontalo Province in terms of:
 - a. Compensation Type,
 - b. Compensation System
 - c. Compensation Payment Time
2. The factors that determine the provision of compensation to Non PNS Catholic Religious Instructors at the Regional Office of the Ministry of Religious Affairs in Gorontalo Province, namely:
 - a. Employee supply and demand,
 - b. Organizational ability and willingness,
 - c. Work productivity,
 - d. Education and Work Experience

This research approach uses qualitative data types, that data in the form of words or images so that they do not emphasize numbers [10]. The main data sources are words and actions, the rest are additions such as documentation, etc. [3]. There are two sources of data used in this study, namely primary data and secondary data. Primary data is data obtained from informants, in this case the policy makers in the relevant agencies and extension workers who are the research targets. Meanwhile, secondary data are books, journals, sources from archives and official documents.

Qualitative data collection techniques in this study are through observation, interviews and documentation. While the data analysis technique referred to in this study is to describe, interpret and describe the systemic data collected. To present the data

to be more meaningful and easy to understand, the researchers used interactive model analysis according to Miles and Huberman as in the following figure:



The picture above shows the data analysis process in the form of a cycle. This shows the interactive nature of data collection by data analysis. Data collection activities cannot be separated from data analysis activities. Collection is an integral part of data analysis activities. That means data analysis has been carried out from the beginning of the research activity to the end of the study. In qualitative research, data analysis is carried out before entering the field, during the field, and after finishing in the field [10].

The analysis activity is divided into 3 stages, namely: the data reduction stage, the data presentation stage, and the data verification stage or conclusion.

1. Data reduction stage

Data reduction is a process of selecting raw and raw data that continues as long as the research takes place through the stages of making a summary. The data reduction stage carried out by the researcher was to examine the overall data collected from the field regarding Compensation in Improving the Performance of Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province, then sorting them into certain categories. At this stage, the researcher selects important, new

and unique data and discards data that is not used.

2. Data presentation stage

The data presentation stage is the stage of organizing the data into a matrix so that the picture is more complete. Data presentation is carried out by delivering information based on the data that is owned and arranged coherently and well in the form of a narrative so that it can be understood and is very helpful for researchers to determine strategies in formulating research results.

3. Data verification stage / drawing conclusions

Verification of research data is to draw conclusions based on the data obtained. The data verification stage is carried out after the data is analyzed. Data analysis was carried out continuously, from the beginning to the completion of data collection, conclusions were drawn so that a pattern of events that occurred could be described. Continuous data analysis has implications for the reduction or addition of required data.

Data verification as the third stage of data analysis according to Miles and Huberman is the most important stage because data that has gone through the process of data reduction and presentation of data draw credible and accountable conclusions. This conclusion is the result of the research conducted.

Several steps in data testing or checking the validity of data, namely "testing credibility, transferability, dependability (reliability), and confirmability (objectivity) [10].

1. Credibility or testing the credibility of the data. Credibility or the data credibility test is a step of testing the data to determine the level of confidence in the research data. The steps to test the credibility of the data that the researchers have done are as follows:

- a. Extension of observation, in which the researcher returns to the field and

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- conducts interviews again with data sources that have been encountered or are new. This activity is carried out to double-check whether the data obtained is correct and has not changed.
- b. Increased persistence, namely activities carried out by researchers by making observations more carefully and continuously by reading various references to research books and documentation related to the findings studied.
 - c. Triangulation, consisting of:
 - 1) Source triangulation, where the researcher checks the data obtained through several sources.
 - 2) Technique triangulation, where the researcher tests the credibility of the data by checking the data against the same source with different techniques.
 - 3) Time triangulation, namely testing data by checking through interviews, observation and other techniques at different times and situations.
 - d. Negative case analysis, namely activities carried out by researchers to find data that is different or contradicting the data found. In this study, researchers did not find different or contradictory data, so it can be concluded that the data found can be trusted.
 - e. Reference materials used by researchers to prove the data that have been found are recordings of interviews, photos or authentic documents.
 - f. Conducting member check, which is the process of checking data obtained by researchers from data providers. The goal is to find out how far the data obtained is in accordance with what is provided by the data provider. With the agreement on the data provided by the data provider, the data is valid.
2. Transferability, transferability is an external validity step in qualitative research. External validity indicates the degree of accuracy or applicability of research results to the population in which the study sample was obtained. This transfer value relates to the question of the extent to which the research results can be used in other situations. For this purpose, the researcher has attempted to describe in detail, clearly, systematically and can be trusted the results of this study so that there is a possibility that they can be applied to other situations and conditions.
 3. Dependability, the validity test of the data through the dependability stage is the stage where the independent auditor (supervisor) will cross-check the correctness of the implementation of the research process, from determining the problem / focus to the stage of making conclusions. This step has been carried out by the researcher through dialogue, guidance and reports on the entire research process, namely from determining the problem, focus and sub-focus of research, preparation of interview guidelines and conducting interviews, compiling and presenting data, and drawing conclusions on research results. This process is proven by supporting data in the form of consultation sheets containing directions, corrections, suggestions and approval from the supervisor. The consultation sheet is the researcher's track record to prove that the research has been carried out properly and can be justified.
 4. Confirmability, Confirmability is the step of testing the validity of the data by testing the results of the study in relation to the research process.

There are similarities with the dependability test so that these two stages can be carried out simultaneously. Confirmability testing as a test of research objectivity [10]. The data presented in this study are data found in the field by researchers based on observations, interviews and documentation so that the validity of the data presented can be accounted for.

RESEARCH RESULT

The importance of compensation for improving employee / employee performance encourages researchers to find out and explore how compensation is applied in the context of this study. The focus of this research is the provision of compensation in improving the performance of non-civil servant Catholic Religious Instructors at the Regional Office of the Ministry of Religion, Gorontalo Province. The results of the study are divided into two sub-focuses as follows:

1. Analysis of the provision of compensation to Non PNS Catholic Religious Instructors at the Regional Office of the Ministry of Religion, Gorontalo Province, seen from the following aspects:
 - a. Compensation Type, Compensation is a form of reward provided by the organization to employees / employees for the work assigned to them. Basically compensation has the same types, namely direct and indirect, but its application in different organizations according to the policies set by the organization.

Based on the results of interviews with several informants and according to the observations of researchers, it turns out that there is only one type of compensation received by the Non-PNS Catholic Religious Instructors, namely direct compensation in the form of cash of IDR 1,000,000. RI and the Regional Head of the Ministry of Religion,

Gorontalo Province. However, the amount of compensation received was felt to be insufficient to meet the needs of the extension workers, so it was found that the extension workers had other jobs apart from being religious instructors.

- b. Compensation System, Compensation system can be interpreted as a measure or standard used in determining compensation. The compensation system is often equated with the time of payment, but in principle it is different. Compensation system refers to the basis or measure of how compensation is provided while the timing of compensation payments refers to when the compensation is paid.

Based on the results of interviews with several informants and according to the observations of researchers, it turns out that the compensation system applied to non-PNS Catholic Religious Instructors is a time system, in which job rewards are given per month at a fixed amount. This compensation system is regulated in a regulation stipulated by the Indonesian Ministry of Religion and the Regional Office of the Ministry of Religion, Gorontalo Province. The determination of this compensation system was recognized and approved by the extension agents. However, the established compensation system has not been effective in increasing the productivity and performance of extension workers due to an imbalance between compensation and work demands.

- c. Payment Time, Compensation as a reward which is the right of the employee / employee for the work they do must be paid on time. Delay or delay in payment of compensation should be avoided as much as possible or even should not occur because

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it has an impact on the credibility or bona fide of the organization and employee / employee morale.

Based on the results of interviews with several informants and in accordance with the observations of researchers, it turns out that the time for compensation payments to non-PNS Catholic Religious Instructors is per three months. The application of the timing of this compensation payment is clearly not in accordance with the rules and regulations, either set by the Ministry of Religion of the Republic of Indonesia or by the Regional Office of the Ministry of Religion of Gorontalo Province itself. The realization of the payment period per three months is only a policy adopted by the Regional Office of the Ministry of Religion of Gorontalo Province for administrative reasons, namely the obligation of extension workers to submit reports on the implementation of extension duties not on time or simultaneously.

2. The factors that determine the provision of compensation to Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province.
 - a. Employee Supply and Demand, Employees / employees are recruited based on the needs of the organization. This recruitment follows the processes and conditions set by the organization. The terms or conditions set by the organization are the benchmarks of HR competence with the required formations.

Based on the results of interviews with several informants and according to the observations of researchers, it turns out that the recruitment of non-PNS Catholic Religious Instructors is based on the organizational needs of the Ministry of Religion. The offer and request for employees, in this case the Non PNS Catholic

Religious Extension, are carried out in accordance with the mechanisms and conditions stipulated by the Ministry of Religion, namely applicants must fulfill administrative demands and take an interview test. The quota prepared for Non PNS Catholic Religious Instructors at the Regional Office of the Ministry of Religion of Gorontalo Province is 10 people, while the applicants are 15 people.

- b. Organizational Ability and Willingness, one of the important things for organizations in planning employee recruitment / employees is budgeting. The direct consequence of increasing human resources in the organization is the increase in costs that must be incurred by the organization in relation to the compensation and operations required.

Based on the results of interviews with several informants and according to the observations of researchers, it turns out that the ability and willingness of the organization to pay compensation to the Catholic Religious Instructors at the Regional Office of the Ministry of Religion of Gorontalo Province only until July for this 2020 fiscal year. This means that compensation which should have been paid for one full year in accordance with the provisions set forth in the decree cannot be realized.

- c. Employee Work Productivity, Work productivity is a manifestation of all thought processes and actions of an employee / employee regarding the work they face. Work productivity is very much determined by the enthusiasm or motivation in the employee / employee to realize the work plan that has been made in order to achieve organizational goals and expectations.

Based on the results of interviews with several informants and

according to the observations of researchers, it turns out that the work productivity of employees, namely the Catholic Religious Instructors at the Regional Office of the Ministry of Religion, Gorontalo Province is considered to be good with all the existing limitations. The extension worker work productivity indicators are based on their presence in the community in providing advice, guidance and counseling, not based on administrative reports submitted to the Ministry of Religion organization. There is an acknowledgment that the compensation given to the extension agents is inadequate so that the demands on the productivity of the instructor's performance do not need to be exaggerated.

- d. Education and Work Experience, one of the salary standards for employees/employees is education and work experience. Education and work experience of employees/employees determine the productivity and performance of the organization.

Based on the results of interviews with several informants and according to the observations of researchers, it turns out that the education and work experience of the Catholic Religious Instructors at the Regional Office of the Ministry of Religion of Gorontalo Province are adequate. Even though the educational level of non-PNS Catholic Religious Extension officers varies, they all already have experience as extensionists and even have received a certificate from the Religious Education and Training Center where they develop their own competence as instructors.

DISCUSSION

Based on the description of the research results above, the following will

present a discussion of the results of research on the analysis of compensation and the factors that determine the provision of compensation in improving the performance of Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province.

1. Analysis of Compensation for Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province

- a. Compensation Type, The results of the research on the types of compensation mentioned above clearly revealed that the type of compensation received by non-PNS Catholic Religious Instructors was single or only one type, namely an honorarium / salary of Rp. 1,000,000 only. There is no other compensation besides compensation in the form of money with a fixed nominal. This type of compensation is classified as direct compensation in the form of salaries, wages and incentive wages as that Salary is a reward or remuneration that is paid periodically to employees and has a definite guarantee [1]. In various relevant studies, there is no single company that provides only one type of compensation. Research on the types of compensation provided to extension workers proved that in fact this type of direct and single compensation did not satisfy extension workers' satisfaction. They expect the nominal amount to be increased and adjusted to the existing UMP because the compensation is still relatively low. The requests of the extension workers are based on the level of necessities of life they need every day, including the operational needs of the extension activities. Two important things that companies need to remember in providing compensation, namely first, the compensation given must be felt

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fairly by employees; second, the amount of compensation is not much different from employee expectations [4]. If these two things are fulfilled, the employee will be satisfied. Satisfaction will trigger employees to continue to improve their performance so that company goals and employee needs will be achieved collectively. Muljani's affirmation above represents the extension's hope of an increase in the compensation they receive as a reward for carrying out their duties.

The gap between job demands and direct compensation received by non-PNS Catholic Religious Instructors can be minimized by providing additional compensation or indirect compensation. Additional compensation based on company policy for all employees in an effort to improve their performance [1]. This theory, when applied to the problem of compensation received by non-PNS Catholic Religious Instructors, can be an alternative solution. One type of indirect compensation that can be given to extension workers is holiday allowances.

- b. Compensation System, the compensation system applied to non-PNS Catholic Religious Instructors is a time system. The application of this time system is in line with the theory namely [1]: "In the time system the amount of compensation (wages, salaries) is determined based on time standards such as hours, weeks, months." Compensation in the form of salaries given to Non PNS Catholic Religious Instructors is Rp. 1,000,000 per month.

The informant's suggestion that compensation should also be adjusted to the instructor's performance was in line with Hasibuan's theory of

output systems. The amount of compensation paid is always based on the number of results done not on the length of time working on it [1] This yield system presupposes the existence of a classification of performance targets and compensation prepared in return for achieving these targets.

Workers with this yield system, extension workers will compete to produce maximum performance to get high compensation. As a result of the maximum performance results of the extension workers, the extension program from the Ministry of Religion will be achieved well as well.

Based on the results of research obtained through interviews and observations, confirmation of the above relevant theories and research, the researchers concluded that the compensation system applied to non-PNS Catholic Religious Instructors at the Regional Office of the Ministry of Religion of Gorontalo Province has not been effective in improving performance.

- c. Compensation Payment Time, the timing of compensation payments to non-PNS Catholic Religious Instructors explicitly shows the inconsistencies in the application of regulations regarding the time system that has been determined. Compensation payments that should have been made monthly but in the realization stage occur quarterly, the payment time must be right [1]. There should be no delay for the sake of the company's bona fides. If you are late, it will result in discipline, morale, decreased morale. The right time to pay will have a positive impact on employees and the company concerned. The company must understand that the compensation received will be used by employees and their families to

meet their daily needs [1]. The importance of punctuality of compensation payments was also Compensation must be paid on time. The timeliness of compensation payments will have a positive impact on the employees concerned [9], Providing good and timely compensation can create and increase employee productivity [6]. Based on the research results obtained from interviews and researchers' observations, expert opinions and relevant research above, the researchers concluded that the timeliness of compensation payments is very fundamental in the organization.

2. The factors that determine the provision of compensation to Non-Civil Servant Catholic Instructors at the Ministry of Religion in Gorontalo province.
 - a. Employee Supply and Demand, the recruitment of non-PNS Catholic Religious Instructors is part of HR planning at the Ministry of Religion. HR planning is the process of determining the number and types of people an organization needs in the right time and place and performing tasks as expected [9]. HR planning related to the recruitment of non-PNS Catholic Religious Instructors has gone well in accordance with established procedures and regulations [9].

The fact that there are 15 applicants for the 10 quotas prepared indicates that the interest and interest of applicants to become Non-PNS Catholic Religious Instructors at the Regional Office of the Ministry of Religion of Gorontalo Province is quite high. This fact simultaneously suggests that the Ministry of Religion's organizational program in terms of supply and demand for employees received a positive response from the Catholic community.

Based on the results of interviews with informants, researchers' observations and the above theory, it can be concluded that the importance of the role and function of religious instructors in the pluralistic life of the Indonesian nation must be preserved and developed continuously. However, human resource planning should not only focus on the needs of the organization to conduct recruitment, but must ensure a sense of justice for the extension agents in terms of the rewards or compensation they receive from carrying out their duties as religious instructors.

- b. Organizational Ability and Willingness, Recruitment of employees / employees by the organization has certainly gone through careful planning regarding the quantity and quality of human resources required and the budget required as a direct result of this activity. Every organization will be tested for its professionalism in fulfilling its obligations to all elements involved in achieving organizational goals. One of the important things that must be fulfilled is the payment of salaries to employees. Giving recognition and rewards to employees in order to maintain harmony between individual needs and organizational goals is a form of appreciation [9]. Starting from the results of interviews, researchers' observations and the theory of the experts above, the researcher concludes that there is a need for strategic steps related to providing compensation to non-civil servant Catholic Religious Instructors. This strategic step is to make compensation payments to extension agents a priority program. This strategic step is a solution that bridges the two interests contained in compensation, namely the interest of the employee / employee to meet their life needs and the interest of the organization to maintain the continuity of its activities in the future.

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- c. Work productivity, Work productivity is the output of a balance between compensation and work demands. High work demands must be balanced with high compensation as well. In other words, high work demands must be balanced with high compensation so that it can produce high work performance or productivity. Rewards can encourage someone to work more actively and productively [9]. This opinion implies that work productivity is determined by the level of rewards or compensation given. The extension workers themselves admit that their productivity is limited and the compensation they receive has not been able to increase their productivity. The obstacle here is not the internal incompetence or lack of competence of the extension agents, but rather the timing that must be shared with other jobs. This confirmed the statement of one informant that counseling was flexible according to the time they set themselves because they had other jobs to fulfill their daily needs. Based on the research results and expert theory above, the researcher draws the conclusion that the non-civil servant Catholic Religious Instructors are already productive. The definition of productive means that extension workers have worked according to their competencies. However, it must be admitted that their productivity is limited, meaning that they do not reach the target set. Limitations are acceptable to the organization, due to the awareness that the organization has not been able to provide compensation according to standards. An evaluation for the organization of this factor is the follow-up of compensation adjustments to job demands. If the ability is only as large as what is currently given, it is necessary to conduct a review of work demands. The balance between work demands and compensation will encourage increased work productivity.
- d. Education and Work Experience, based on the results of interviews with informants and according to the observations of researchers, it can be concluded that non-PNS Catholic Religious Instructors are competent in their fields according to the education and work experience they have. However, this competence is not accompanied by appropriate compensation. Education and work experience are competencies required by the Ministry of Religion organization in recruiting the required human resources, namely religious counselors. Related to this topic, Human resources are potential abilities possessed by humans which consist of the ability to think, communicate, act, and morally to carry out an activity (technical or managerial in nature) [9]. Extension officers who are officially appointed and appointed by the Ministry of Religion are potential human resources as formulated by Sedarmayanti. Extension workers who have met the criteria of education and work experience can certainly have the ability to think to formulate ideas and ideas in extension.
- A religious instructor who meets the criteria of education and work experience must also have the ability to calculate in advance the actions he will take. As a religious educator, of course he is a role model and role model in which he works. Therefore, his words and deeds reflect the level of appreciation of his morality and religious values.
- The totality of potential possessed by the religious extension agents as described above shows that the extension workers are competent and qualified human resources in their fields. Because of that, there can be no doubt about their ability in carrying out extension tasks. However, noble and noble duties coupled with high administrative demands are only rewarded with low rewards or compensation. Rewards are given con-

sistent with the competence and contribution of employees consistently [9]. Higher education and longer work experience, the greater the compensation because of better skills and abilities [8]

Based on the results of research obtained through interviews and observations of researchers as well as the confirmation of the above theory, the researcher can conclude that the Non-PNS Catholic Religious Instructors are very qualified in the field of work they do, in terms of their work experience. The extension workers have long and experience in the field of Catholic religious' extension as evidenced by the recommendation of the head of the Catholic religious' institution and a certificate issued by the Religious Education and Training Center.

CONCLUSION

Based on the results of the research and discussion of the analysis of compensation for non-civil servant Catholic religious' extension officers at the Regional Office of the Ministry of Religion, Gorontalo Province, the researcher can conclude that:

1. Analysis of the provision of compensation to non-PNS Catholic Religious Instructors from the aspect of the type of compensation is inadequate, the compensation system is not yet effective and the time for payment is not yet on time.
2. The factors that determine the provision of compensation to non-PNS Catholic Religious extension officers at the Regional Office of the Ministry of Religion of Gorontalo Province are: supply and demand for employees, the ability and willingness of the organization to pay compensation, work productivity of the Religious Instructor, and education and work experience.

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