

The Role of Additional Employee Income (TPP) and Job Satisfaction in Improving HR Performance

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Abstract. *This study was proposed to test the effect of additional employee income (TPP) on job satisfaction, the effect of job satisfaction on employee performance, the effect of additional employee income on employee performance, the effect of additional employee income on employee performance with job satisfaction as a mediating variable. The type of research to be conducted is explanatory research where this study aims to analyze the relationship between variables. The variables in this study include Additional Employee Income (TPP), job satisfaction, employee performance. The population in this study were all Bank Indonesia employees. This study uses a quantitative method with primary data obtained from questionnaires. The sample selection will use the non-probability sampling method, which is a sampling technique that not all populations can be sampled. The sample in this study was 100 Bank Indonesia employees. Data analysis used the Partial Least Square (PLS) method with SmartPLS.*

Keywords: *Additional Employee Income (TPP); Employee Performance; Job Satisfaction.*

1. Introduction

The development of the current world of work is greatly influenced by various factors related to human resource (HR) management, one of which is the payroll system implemented by organizations, both government and companies (Hadi, 2024). In Indonesia, additional employee income (TPP) is a form of incentive provided to improve employee welfare and to motivate them to improve their performance and productivity in the workplace (Sari, 2024). TPP is a strategic policy in supporting employee welfare, especially with increasing performance demands (Pratama & Dewi, 2024). Therefore, the government and various organizations are trying to find effective methods to provide rewards to employees to keep them motivated and able to perform well (Wulandari & Sari, 2024). As a

financial reward beyond the base salary, TPP aims to provide incentives for employee performance achievements (Nurhadi, 2024).

The implementation of TPP is increasingly being strengthened in various government agencies and companies to encourage employees to work optimally. This is because the financial well-being provided can influence employee motivation, satisfaction, and performance. Research by Nurhadi (2024) revealed that implementing TPP fairly and transparently can increase employee motivation, which ultimately leads to improved organizational performance. A TPP system that emphasizes performance-based rewards also has the potential to create a more competitive work environment and encourage employee innovation.

In human resource management, TPP not only serves to increase employee income but also strengthens a work culture focused on achievement. This policy is expected to narrow the gap between high- and low-performing employees. Therefore, it is important to conduct an in-depth study of the impact of TPP on employee performance.

According to Sari and Putri (2024), implementing a TPP based on employee performance evaluation can improve the quality of their work. However, several studies have also shown that a non-transparent and unfair TPP can lead to dissatisfaction among employees, which can negatively impact their productivity and loyalty. Therefore, it is crucial for organizations to design a transparent and accountable TPP system to positively impact employee performance. Therefore, the TPP becomes an important instrument in human resource management in both the public and private sectors. Regular evaluation of the TPP system is necessary to ensure this policy supports the achievement of organizational goals effectively and efficiently.

Job satisfaction is a crucial element influencing organizational success and employee performance. By 2024, more and more companies and government agencies will recognize that job satisfaction impacts performance and employee retention rates. Fitriani (2024) states that job satisfaction is influenced by factors such as salary, benefits, development opportunities, relationships with coworkers, and recognition for achievement.

In Indonesia, research on job satisfaction is growing, along with increasing attention to employee well-being in boosting productivity. A key factor frequently discussed in research is the relationship between salary, benefits, and job satisfaction. Research by Wibowo and Rahayu (2024) shows that adequate income, whether in the form of a base salary or a bonus, has a significant impact on employee job satisfaction. Employees who feel financially valued tend to be more satisfied with their jobs and more motivated to perform better.

Performance Indicators refer to several factors that assess employee performance, such as productivity, job satisfaction, work efficiency, and team performance. These indicators are selected to describe various aspects of employee performance at Bank Indonesia. Actual performance (score) is the actual result of employee performance assessments measured against relevant indicators each year. This score can be obtained through surveys, annual appraisals, or other evaluation methods. Performance Target: This is the value set by Bank

Indonesia as the goal to be achieved by employees each year. This target is designed based on the organization's vision and mission as well as performance improvement strategies. Gap (Score): The difference between actual performance achieved and the set target. A negative value indicates that actual performance did not achieve the desired target. For example, if actual performance is 78 and the target is 85, then the gap is -7. Gap Explanation: Each gap recorded in the table is accompanied by an explanation of the possible causes. This provides deeper insight into factors that may influence employee performance achievement, such as internal policies, workload, training, facilities, and so on. The implications of this table indicate a consistent gap between actual performance and performance targets at Bank Indonesia throughout 2022 and 2024. This gap indicates that despite efforts to improve employee performance, several areas remain that require improvement. This gap analysis is important for identifying areas that require special attention, such as training programs, increasing job satisfaction, and optimizing work processes. Possible steps include: Improving Training and Development: More intensive training programs to increase productivity and work efficiency. Employee Work Facilities and Welfare: Improving welfare facilities and policies to increase job satisfaction. Improving Team Management: Enhancing team collaboration through training, better communication, and coordination. Evaluating Internal Policies: Examining and improving internal policies that may impact employee performance. By addressing this gap, Bank Indonesia can design more effective policies and strategies to improve employee performance in the future.

Research gap This study shows that Employee Income Supplement (TPP) has a positive effect on employee performance, Nurhadi (2024) and Pratama & Dewi (2024) transparent and fair TPP can create a competitive work atmosphere and encourage employees to innovate, which ultimately contributes to the achievement of organizational goals. Meanwhile, research that states that TPP has no effect on employee performance by Sari & Putri (2024) TPP is not influential enough or can even have a negative impact if it is not implemented in a transparent and fair manner. Therefore, it is important to conduct further research and pay attention to the context and implementation of TPP policies in each organization to get a clearer picture of its impact.

2. Research Methods

The research used is an Explanatory Study as evidence. The role of additional employee income (TPP) and job satisfaction in improving employee performance. This research is an explanatory research. According to Sugiyono (2013), explanatory research is research that explains the position of the variables studied and their relationships through the testing of formulated hypotheses. The approach used in this research is a quantitative approach, meaning it is called a quantitative method because the research data is in the form of numbers and the analysis uses statistics.

3. Results and Discussion

3.1. Description of Employee Performance Variables

Table Descriptive Statistics of Employee Performance

| Code | Indicator | Mean | Criteria |
|----------------------|-----------------|--------------|-------------|
| KP.1 | Compensation | 4,280 | Tall |
| KP.2 | Competence | 4,300 | Tall |
| KP.3 | Work motivation | 4,270 | Tall |
| KP.4 | Work discipline | 4,330 | tall |
| KP. 5 | Work Culture | 4,390 | Tall |
| Average Total | | 4,314 | Tall |

Source: Processed primary data, 2025

Based on Table Descriptive Statistics of Employee Performance, it can be seen that the average total employee performance score is 4,314, which falls into the "High" category. This indicates that in general, employees demonstrate good performance and meet organizational expectations in various measured aspects, such as compensation, competence, work motivation, work discipline, and work culture.

This high average score indicates that the majority of respondents gave positive assessments to key elements that influence performance. This is likely due to:

- a. **Effective organizational management** in managing human resources, including providing compensation, training, and establishing a positive work culture.
- b. **Conducive working conditions**, both physical and non-physical, which supports optimal employee performance.
- c. **High employee commitment and loyalty** towards the agency, which is reflected in indicators such as motivation and work discipline.

The indicator with the highest score was KP.5 (Work Culture), with a score of 4,390. This indicates that the organization's work culture is well-established and perceived positively by the majority of employees. A strong work culture creates a supportive, collaborative, and value-aligned work environment, ultimately boosting productivity and morale.

Meanwhile, the indicator with the lowest score was KP.3 (Work Motivation), with a score of 4,270. While still in the high category, this score indicates that employee work motivation is relatively low compared to other indicators. Several possible causes could include:

- a. Lack of challenges in work leads to boredom.
- b. Self-actualization needs that have not been fully met.
- c. Or the lack of non-material incentives that can provide greater encouragement for work enthusiasm, such as recognition or career development opportunities.

Overall, employee performance is in the high category, but there is still variation across indicators. This suggests the organization is moving in a positive direction, but special attention is still needed, particularly on work motivation, to ensure that all components supporting performance improve in a balanced manner.

3.1.1. Measurement Model Testing (Outer Model)

The Outer Model measurement model test determines how to measure the latent variables of the Outer Model evaluation by testing Internal Consistency Reliability (Cronbach alpha and composite reliability), Convergent Validity (reliability indicators and AVE), and discriminant validity (Fonell Lacker, cross Loading, and HTMT).

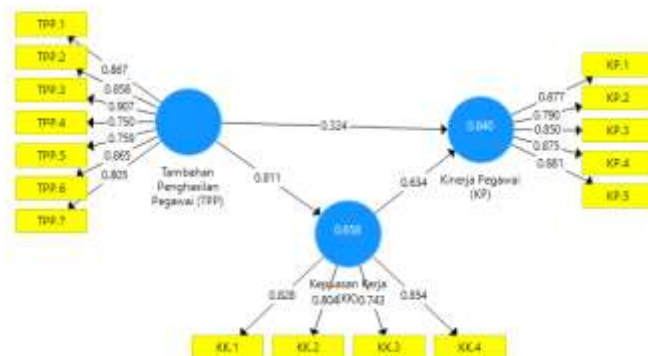


Figure
Measurement Model Testing

a. Convergent Validity

An individual's reflective measure can be said to be correlated if its true value is 0.40 with the construct to be measured (Ghozali and Latan, 2015). Indicators with very low external loadings (below 0.40) should always be removed from the construct (Bagozzi, Yi, & Philipps, 1991; Hair et al., 2011). From the results of the measurement model analysis above, it is known that there are no variables with a factor loading value <0.40 and an AVE value above 0.50. Therefore, all variables have met the rule of thumb.

Table Outer Loadings Values

| | Job Satisfaction (KK) | Employee Performance (KP) | Additional Employee Income (TPP) |
|-------|-----------------------|---------------------------|----------------------------------|
| KK.1 | 0.828 | | |
| KK.2 | 0.804 | | |
| KK.3 | 0.743 | | |
| KK.4 | 0.854 | | |
| KP.1 | | 0.877 | |
| KP.2 | | 0.790 | |
| KP.3 | | 0.850 | |
| KP.4 | | 0.875 | |
| KP.5 | | 0.881 | |
| TPP.1 | | | 0.867 |
| TPP.2 | | | 0.858 |
| TPP.3 | | | 0.907 |
| TPP.4 | | | 0.750 |
| TPP.5 | | | 0.759 |
| TPP.6 | | | 0.865 |
| TPP.7 | | | 0.805 |

Source: Processed Primary Data, 2025

For the employee performance variable, the outer loadings for all variables are >0.70 , proving that the outer loadings meet the criteria. Therefore, no variables were excluded because all variables were valid. The outer loadings for the employee performance indicator are considered very strong because the average outer loading is above 0.70. This concludes that outer loadings above 0.40 indicate a correlation between the indicator and the employee performance variable and indicate that the indicator works within its measurement model.

For the additional employee income variable, the outer loadings for all variables are >0.40 , proving that the outer loadings meet the criteria. Therefore, no variables were excluded because all variables were valid. The outer loadings for the additional employee income indicator are considered very strong because the average outer loading is above 0.70. This concludes that outer loadings above 0.40 indicate a correlation between the indicator and the additional employee income variable and indicate that the indicator works in its measurement model.

For the job satisfaction variable, the outer loadings for all variables were >0.70 , proving that the outer loadings met the criteria. Therefore, no variables were excluded because all variables were valid. This concludes that outer loadings above 0.40 indicate a correlation between the indicator and the job satisfaction variable and indicate that the indicator is functioning within its measurement model.

Table shows the outer loading values for all tested variables. The table shows that all outer loading values are >0.40 , indicating that all variables meet the outer loading measurement criteria outlined by Ghazali and Latan (2015) and can be used for further testing.

Table AVE Value

| Average Variance Extracted (AVE) |
|----------------------------------|
| 0.653 |
| 0.732 |
| 0.692 |

Source :Processed Primary Data, 2025

The results of Table show that the AVE value for the additional variables of employee income, job satisfaction, and employee performance shows > 0.50 . An AVE value of 0.50 or more indicates that on average the construct explains more than half of the variance of its indicators. Conversely, if the AVE value is > 0.50 , it indicates that on average more variance remains in item errors than in the variance explained by the construct. It can be concluded that the indicators of the additional variables of employee income, job satisfaction, and employee performance are valid, then the AVE value is > 0.50 .

b. Internal Consistency Reliability

The next step is to evaluate the outer loadings and AVE values by evaluating Internal Consistency Reliability by looking at the results of Cronch's alpha and composite reliability.

Specifically, composite reliability values are 0.60–0.70. Internal Consistency Reliability shows the criteria value of the Composite Reliability (CR) interpretation results is the same as Cronbach's alpha, namely > 0.70 .

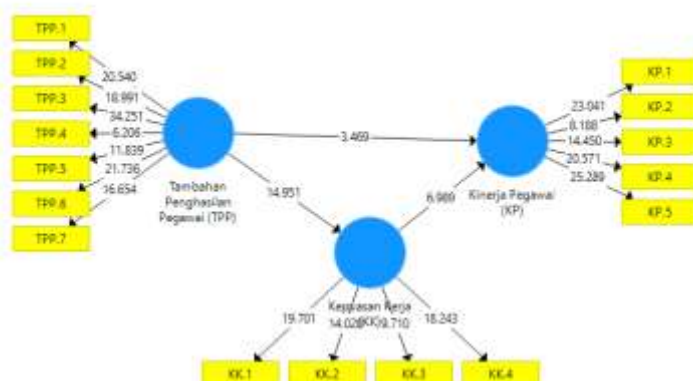
Table Internal Consistency Reliability

| | Cronbach's Alpha | rho_A |
|----------------------------------|------------------|-------|
| Job Satisfaction (KK) | 0.823 | 0.834 |
| Employee Performance (KP) | 0.908 | 0.909 |
| Additional Employee Income (TPP) | 0.925 | 0.933 |

Source: Processed Primary Data, 2025

The results of Table show that the values of all variables in the reliability test using both Cronbach's alpha and composite reliability on the additional variables of employee income, job satisfaction, and employee performance show values > 0.70 . A measurement can be said to have good reliability for measuring each latent variable if there is a correlation between the construct and the latent variable. It can be concluded that the variables tested are valid and reliable, so they can be continued to the next test.

3.1.2. Hypothesis Testing



Figure

Structural Model Testing

This study tested three hypotheses in the Inner Model. The causal relationships developed in the model were tested with the null hypothesis stating that the regression coefficients in each relationship were equal to zero using the t-test as in regression analysis. To determine whether a hypothesis is accepted or rejected, it is done by observing the positive value and significance between constructs, the t-value and the p-value. In this method, the measurement estimate and standard error are no longer calculated with statistical assumptions, but are based on empirical observation. Using the bootstrapping method in this study, the hypothesis is said to be accepted if the significance value of the t-value > 1.96 and p-value < 0.05 , so it can be said that H_a is accepted and H_o is rejected and vice versa.

The following are the hypotheses proposed in this study:

1. Ho: There is no positive influence of additional employee income (TPP) on job satisfaction.
H1: There is a positive influence of additional employee income on job satisfaction.
2. Ho: There is no positive influence of job satisfaction on employee performance.
H2: There is a positive influence of job satisfaction on employee performance
3. Ho: There is no positive influence of additional employee income on employee performance
H3: There is a positive influence of additional employee income on employee performance.
4. Ho: There is no additional employee income on employee performance with job satisfaction as a mediating variable.
H4: There is additional employee income on employee performance with job satisfaction as a mediating variable.

Table Hypothesis Test Results

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Job Satisfaction (KK) -> Employee Performance (KP) | 0.634 | 0.615 | 0.091 | 6,989 | 0,000 |
| Additional Employee Income (TPP) -> Job Satisfaction (KK) | 0.811 | 0.819 | 0.054 | 14,951 | 0,000 |
| Additional Employee Income (TPP) -> Employee Performance (KP) | 0.324 | 0.341 | 0.093 | 3,469 | 0.001 |

Source: Processed Primary Data, 2025

The results of the inner test in table show five significant relationship paths. $\alpha = 0.05$. Based on the signs on the coefficients and the formative relationship to the variables, it can be interpreted in the PLS model as follows:

Table Summary of Hypothesis Test Results

| Hypothesis | Track | Hypothesis | Results | Conclusion |
|------------|---|----------------------|----------------------|-----------------|
| H1 | Additional employee income on job satisfaction | Significant positive | Significant positive | Accepted |
| H2 | Job Satisfaction towards Employee Performance | Significant positive | Significant positive | Accepted |
| H3 | Additional employee income based on employee performance | Significant positive | Significant positive | Accepted |
| H4 | Additional Employee Income on Employee Performance with job satisfaction as a mediating variable. | Significant positive | Significant positive | Accepted |

Source :Processed data, 2025

a. Hypothesis Test Results 1

From the results of the hypothesis testing, it shows that the additional employee income variable has a significant positive effect on job satisfaction with a path coefficient (O) of

0.811 with a t-statistic value of 14.951 with a significance level of 0.000, which means it is smaller than $\alpha = 0.05$. Therefore, H0 is rejected and H1 is accepted, thus concluding that additional employee income has a positive and significant effect on job satisfaction. Therefore, the first hypothesis, which states that there is a positive effect between additional employee income and job satisfaction, is accepted.

b. Hypothesis Test Results 2

The results of the hypothesis testing show that the job satisfaction variable has a significant positive effect on employee performance with a path coefficient (O) of 0.634 with a t-statistic value of 6.989 with a significance level of 0.000, which means it is smaller than $\alpha = 0.05$. Therefore, H0 is rejected and H2 is accepted, thus concluding that job satisfaction has a positive and significant influence on employee performance. Therefore, the second hypothesis, which states that there is a positive influence between job satisfaction and employee performance, is accepted.

c. Hypothesis Test Results 3

The results of the hypothesis testing show that the additional employee income variable has a significant positive effect on employee performance with a path coefficient (O) of 0.324 with a t-statistic value of 3.469 with a significance level of 0.001, which means it is smaller than $\alpha = 0.05$. Therefore, H0 is rejected and H3 is accepted, thus concluding that additional employee income has a positive and significant effect on employee performance. Therefore, the third hypothesis, which states that there is a positive effect between additional employee income and employee performance, is accepted.

d. Hypothesis Test Results 4

From the results of the hypothesis testing, it shows that the variable Additional Employee Income on Employee Performance with job satisfaction as a mediating variable with a path coefficient (O) of 0.514 with a t-statistic value of 7.118 with a significance level of 0.000, which means it is smaller than $\alpha = 0.05$. Therefore, H0 is rejected and H4 is accepted, thus it can be concluded that Additional Employee Income has a positive effect on Employee Performance with job satisfaction as a mediating variable. Thus, the fourth hypothesis, which states that there is a positive influence between Additional Employee Income on Employee Performance with job satisfaction as a mediating variable, is accepted.

3.2. Influence Additional Employee Income (TPP) has an effect on Job Satisfaction

Based on the results of the first hypothesis testing in this study, employee supplementary income has a positive effect on job satisfaction. This is reinforced by the fact that higher employee supplementary income increases job satisfaction. This is evidenced by the positive and significant value of the path coefficient. This positive coefficient indicates that higher employee supplementary income increases job satisfaction.

A similar finding was also found by Lestari, Akila, and Mafra (2023), who stated that although the partial effect of TPP on job satisfaction was insignificant, when combined with work discipline, TPP was able to foster a satisfying work environment. Meanwhile, Sari, Gunawan, and Sahrun (2024) noted that through the implementation of TPP, work

motivation increased, directly impacting the work ethic of civil servants in Southeast Sulawesi.

Furthermore, research by Munandar, Sawitri, and Budiwahyono (2023) shows that TPP can also strengthen competency development, which is a key factor in building sustainable job satisfaction. Pae et al. (2024) added that effective TPP will only have an optimal impact if it is implemented fairly and transparently, so that employees feel valued and intrinsically motivated. In theory, compensation such as TPP is a form of extrinsic reward, which, according to motivational principles, can increase job satisfaction in the short term (Wikipedia, 2025). Thus, it can be concluded that TPP has a significant influence on job satisfaction, but its effectiveness is highly dependent on the implementation method and employees' perceptions of fairness towards the system.

3.2.1. Influence Job Satisfaction towards Employee Performance

Based on the results of testing the second hypothesis in this study, job satisfaction has a positive influence on employee performance. This is reinforced by the fact that higher job satisfaction leads to higher employee performance. This is evidenced by the positive and significant value of the path coefficient. This positive coefficient indicates that higher job satisfaction leads to higher employee performance.

In the context of human resource management, job satisfaction encompasses aspects such as relationships with superiors, comfortable working conditions, decent pay, and opportunities for development. A study by Rahmawati et al. (2023) showed that job satisfaction has a positive and significant relationship with employee performance in the public sector, where increased job satisfaction can drive greater work effectiveness and employee engagement. This research reinforces Herzberg's theory regarding intrinsic and extrinsic factors that influence work behavior.

Furthermore, employees who feel valued and satisfied with their jobs demonstrate higher work engagement and active participation in achieving organizational goals. According to recent research by Susanti and Wijaya (2024), companies that prioritize employee job satisfaction experience an 18% increase in team performance compared to companies that ignore it. This is because job satisfaction fosters organizational commitment and reduces stress levels and turnover intentions.

In today's digital era, job satisfaction is also influenced by work flexibility, technological support, and adaptive work systems. A study by Kusuma & Prasetyo (2025) found that organizations that integrate work-life balance policies into employee management show a 20% increase in performance because employees feel their well-being is taken care of. Therefore, organizational management must actively measure and manage job satisfaction as a strategic investment in improving employee performance.

Furthermore, there is a reciprocal relationship between job satisfaction and performance. This means that in addition to job satisfaction influencing performance, good and recognized performance can also increase employee satisfaction. Therefore, implementing a fair and transparent reward and feedback system is a crucial component in creating

sustainable job satisfaction. Research by Lestari & Nugroho (2023) confirms that a performance-based reward system has a direct impact on increasing job satisfaction, which in turn strengthens individual and team productivity as a whole.

3.2.2. Influence Employee Income Supplement on Employee Performance

Based on the results of testing the third hypothesis in this study, additional employee income has a positive effect on employee performance. This is reinforced by the fact that higher additional employee income increases employee performance. This is evidenced by the positive and significant value of the path coefficient. This positive coefficient indicates that higher additional employee income increases employee performance.

Research reveals that adequate additional income can provide extra encouragement for employees to work harder and achieve targets set by the company (Setiawan & Wibowo, 2024).

Additional income can impact employee performance in several ways. First, financial incentives often serve as motivation to increase productivity, particularly in achieving higher goals (Kusnadi & Arifin, 2024). This occurs because employees feel more appreciated and motivated to deliver their best results when there are clear and direct rewards related to their performance. Furthermore, additional income can also help create a sense of security and well-being among employees, which in turn reduces stress and improves their concentration at work (Prabowo & Suryani, 2024).

However, the impact of additional income on employee performance is not always linear. Other factors, such as the type of job, work environment, and opportunities for career development, also influence the extent to which additional income can impact employee performance. Several studies have shown that while additional income can increase motivation in the short term, factors such as long-term job satisfaction and clear career development have a greater impact on employee performance in the long term (Mulyani & Rahmawati, 2024). Therefore, organizations need to develop reward systems that rely not only on additional income but also include non-financial factors such as performance recognition, opportunities for self-development, and work-life balance.

3.2.3. Influence Employee Additional Income on Employee Performance with job satisfaction as a mediating variable

Based on the results of the hypothesis testing in this study, it is known that Employee Additional Income (TPP) significantly influences Employee Performance, both directly and indirectly through Job Satisfaction as a mediating variable. This is indicated by the positive and significant path coefficient value, which means that the higher the additional income received by employees, the higher their job satisfaction will be, and ultimately have a positive impact on improving employee performance.

Directly, TPP has a positive impact on employee performance. When employees perceive their financial compensation as commensurate with their workload and responsibilities, they are motivated to perform better. Indirectly, TPP increases job satisfaction, characterized by feelings of appreciation, increased well-being, and a sense of well-being.

This satisfaction is a crucial factor in motivating employees to perform optimally within the organization.

These results support Herzberg's two-factor theory of motivation, which states that extrinsic factors such as salary (in this case, TPP) can prevent job dissatisfaction, while high job satisfaction can encourage increased performance. Thus, job satisfaction has been shown to be a mediator that strengthens the relationship between additional income and employee performance.

According to Dethan, Manafe, Paridy, Perseveranda, and Seran (2024), the TPP does not have a significant direct impact on the performance of Kupang City Regional Secretariat civil servants, but it does have a significant impact on employee job satisfaction. Furthermore, this job satisfaction has been shown to contribute significantly to improved performance. A similar study conducted by Irma Sumiaty, Hendra Syam, and Amiruddin (2023) at the South Sulawesi Population and Civil Registration Office concluded that providing TPP can increase job satisfaction, and this satisfaction also boosts employee performance. This confirms that job satisfaction mediates the relationship between financial incentives and work performance.

Furthermore, a study by Kuddus, Hari, and Idris (2023) confirmed that additional income is not the sole determinant of performance. Leadership and organizational culture also simultaneously influence employee satisfaction and performance. This means that in the context of modern HR management, providing TPP should be accompanied by efforts to create a healthy work environment and a supportive organizational culture. In fact, according to Nurlela and Ahiruddin (2023), the combination of good supervision and TPP contributes almost 69% to employee performance variability.

4. Conclusion

The problem formulation in this study is the influence of Additional Employee Income (TPP) on Employee Performance with job satisfaction as a mediating variable. The results of this study indicate that Employee Income Supplements play an important role in increasing job satisfaction and have a direct and indirect impact on employee performance through job satisfaction. In more detail, the conclusions of this study are as follows: 1. Employee Additional Income (TPP) has a positive and significant influence on job satisfaction. This means that the greater the additional income received by employees, the higher the level of job satisfaction felt by the employees. 2. Job satisfaction has a positive and significant influence on employee performance. This means that employees who are satisfied with their work will show better and optimal work performance. 3. Employee Income Supplement (TPP) has a positive and significant influence on employee performance. This means that higher additional income will encourage increased motivation and work enthusiasm, so that employee performance will improve. 4. Additional Employee Income has a positive and significant effect on employee performance with job satisfaction as a mediating variable. This means that additional income not only has a direct impact on improving performance, but also has an indirect impact through increasing employee job satisfaction.

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