

The Influence of Personal Branding and Compensation on Human Resource Performance

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Abstract. *This study aims to analyze the influence of Personal Branding and compensation on human resource performance, as well as examine the moderating role of career development among employees of the Representative Office of Bank Indonesia in North Kalimantan Province (KPWBI KALTARA). A quantitative approach was employed using a survey method involving 250 respondents. The research instrument consisted of a Likert-scale questionnaire (1–5). Data were processed using SmartPLS to test validity, reliability, and structural relationships among variables. The results indicate that both Personal Branding and compensation have a significant impact on human resource performance. Furthermore, career development significantly strengthens the effect of Personal Branding on performance. These findings highlight the importance of professional self-image development, appropriate reward systems, and clear career progression paths in enhancing employee performance. This study contributes to the theoretical development of human resource management and offers practical implications for HR management in public sector organizations, particularly in strategic regions such as North Kalimantan.*

Keywords: *Bank Indonesia; Compensation; Career Development; Human Resource Performance; North Kalimantan; Personal Branding.*

1. Introduction

The era of digital transformation and increasingly intense global competition requires organizations to have human resources (HR) who are not only technically competent but also capable of demonstrating personal value-added contributions. The concept of Personal Branding becomes crucial because it helps individuals build a strong professional image in the workplace. The work environment at the Representative Office of Bank Indonesia (KPwBI) in North Kalimantan Province demands a high level of professionalism. This institution plays a strategic role in maintaining monetary stability, the payment system, and

supporting economic growth in the Kalimantan border region. Therefore, human resource performance becomes a vital factor that significantly determines the success of institutional tasks (Aulia & Jamilah, 2024). Human resource performance is one of the essential aspects in assessing the effectiveness and efficiency of an organization. In the context of human resource management, employee performance serves as the main indicator in evaluating the extent of individual contributions to achieving organizational goals (Arif et al., 2024). Improving employee performance is a priority that requires serious attention from every manager or leader, as a deep understanding of employees' work achievements enables organizations to design strategies that foster a productive work environment. Generally, employee performance refers to the outcomes achieved by individuals in carrying out organizationally assigned tasks and responsibilities, which not only involve work outputs but also reflect the processes and approaches used to achieve results. Robbins and Judge (2023) argue that performance is influenced by several elements such as personal ability, motivation level, and organizational support in terms of adequate resources and a conducive work environment. In the era of globalization and fierce competition, organizations must continuously improve employee performance to survive and grow in a dynamic and competitive market.

Several factors can influence human resource performance, including personal branding, compensation, and career development. Personal branding is the process of creating a unique and consistent identity to reflect an individual's values, skills, and personality. This term is often used in a professional context, where individuals seek to build a positive and influential image that shapes how others perceive them (Rudi, 2020). Personal branding is not only about outward appearance but also encompasses how individuals interact with others, what they share, and the reputation they build. Rahmawati (2022) emphasizes that effective personal branding can enhance human resource performance, whereas Rudi (2020) found that personal branding does not significantly influence HR competencies. Compensation plays an important role in enhancing employee motivation and performance. A fair, transparent, and expectation-aligned reward system tends to foster higher work spirit, loyalty, and productivity. Employees who feel valued, both financially and non-financially, usually demonstrate stronger commitment to their responsibilities. Research by Sari and Nugroho (2022) shows that compensation significantly affects employee performance, where higher compensation correlates positively with improved work outcomes. Similarly, Putra and Lestari (2021) explain that compensation boosts performance and drives organizational goal achievement. Career development is another important strategy in improving human resource performance as it provides clear direction for employees' professional growth. Access to training, transparent career paths, and promotion opportunities foster higher motivation. Employees who perceive career growth opportunities tend to demonstrate better performance and commitment because they feel recognized and trusted by the organization. In addition to enhancing productivity, career development also contributes to strengthening personal branding. Individuals who gain opportunities for professional growth become more confident, well-known for their

expertise, and capable of demonstrating added value for their institutions. Astuti and Prasetyo (2022) found that career development positively influences employees' professional image formation and directly affects performance. Lestari (2021) reinforces this finding by confirming that career development significantly boosts HR performance, while Rahmawati (2023) confirmed that career development moderates the relationship between personal branding and employee performance, indicating that the effect of personal branding on performance becomes stronger when supported by a planned and sustainable career development system.

According to Article 7 of Law Number 23 of 1999 on Bank Indonesia, one of the institution's objectives is to achieve and maintain the stability of the rupiah. To achieve this goal, Bank Indonesia has established 46 representative offices across Indonesia and 5 offices overseas. In the case of North Kalimantan Province, the Representative Office of Bank Indonesia has been operating since 2017, covering Bulungan, Malinau, Nunukan, Tana Tidung, and Tarakan City, with only 36 permanent employees. Considering the limited number of employees compared to the vast scope of its mandate, the employees of the North Kalimantan Representative Office face greater challenges in developing personal branding and are more vulnerable to stress that could negatively impact their performance. Based on this research gap, the main research problem addressed in this study is how personal branding and compensation can be developed to enhance human resource performance. This study therefore seeks to answer three research questions: how does personal branding influence human resource performance, how does compensation influence human resource performance, and how does career development moderate the relationship between personal branding and human resource performance.

Aligned with these research problems, the objectives of this study are to describe and analyze the effect of personal branding on human resource performance, to describe and analyze the effect of compensation on human resource performance, and to describe and analyze the moderating role of career development in the relationship between personal branding and human resource performance. Academically, this research contributes to enriching the literature on human resource management, particularly in understanding the effects of personal branding and compensation on employee performance, as well as the moderating role of career development. It also expands insights into the application of quantitative approaches using structural equation modeling with SmartPLS to analyze inter-variable relationships in public sector organizations. Additionally, conducting this study at the Representative Office of Bank Indonesia in North Kalimantan provides a unique perspective on HR research in government institutions with strategic roles in border regions, and the findings are expected to serve as references for academics in developing further research on adaptive, professional, and performance-oriented HR management. Practically, the findings of this study can be used by the management of the North Kalimantan Representative Office of Bank Indonesia as a basis for decision-making in HR management. Evidence that personal branding and compensation significantly influence performance highlights the importance of programs focused on building professional image and ensuring

fair, competitive rewards, while the moderating role of career development underscores the need for transparent, performance-based career pathways. By leveraging these findings, the institution can design more strategic and responsive HR policies that better support organizational goals amid a dynamic work environment.

2. Research Methods

This research applies a quantitative approach with a survey method, as it aims to analyze and explain the causal relationship between independent and dependent variables through numerical data and statistical testing. The quantitative method is appropriate because it allows the measurement of respondents' perceptions in a structured manner, enabling the researcher to identify the strength of influence among the variables studied. The type of research is explanatory research, which seeks to clarify the extent to which quality, price, distribution, and promotion as independent variables affect purchasing decisions as the dependent variable. Explanatory research is chosen because it does not merely describe a phenomenon but goes further to test hypotheses and explain the relationships that exist among variables, thus producing more comprehensive findings that can be scientifically justified.

The population of this research consists of all consumers who have purchased the product being studied. To obtain a representative sample, a purposive sampling technique was employed, in which respondents were selected based on specific criteria, namely individuals who had prior experience with purchasing the product. The sample size was determined using the Slovin formula with a 5% margin of error, ensuring that the number of respondents well represents the population. Data collection relies primarily on primary sources, particularly structured questionnaires distributed both online and offline to ensure accessibility and response adequacy. The questionnaire used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), which enabled the measurement of respondents' levels of agreement toward each indicator of the research variables. Secondary data such as books, journals, and previous studies were also used to support the theoretical foundation of the study and strengthen the interpretation of research results.

The analysis technique used in this study involves two stages, namely descriptive and inferential analysis. Descriptive statistical analysis was first conducted to provide an overview of respondents' characteristics and to summarize the mean, maximum, minimum, and standard deviation values of each indicator. This step offers a clear picture of the distribution of respondents' answers before further testing is carried out. In the next stage, inferential analysis was performed using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method, which is considered appropriate because it allows the testing of both the measurement model (convergent validity, discriminant validity, and reliability) and the structural model (hypothesis testing) simultaneously. PLS-SEM is particularly suitable for studies with multiple constructs and indicators, as it can handle complex models even with relatively small sample sizes. Through this methodological framework, the

research is expected to produce valid and reliable results, offering empirical evidence about the influence of quality, price, distribution, and promotion on purchasing decisions, while also providing valuable insights for both academic study and practical business applications.

3. Results and Discussion

3.1. Outer Model

Table Outer Loading Results

1)	Variable	2)	X1 (Personal Branding)	3)	X2 (Compensation)	4)	Y (HR Performance)	5)	M (Career Development)
6)	X1.1	7)	0.928	8)		9)		10)	
11)	X1.2	12)	0.926	13)		14)		15)	
16)	X1.3	17)	0.916	18)		19)		20)	
21)	X1.4	22)	0.908	23)		24)		25)	
26)	X1.5	27)	0.922	28)		29)		30)	
31)	X2.1	32)		33)	0.905	34)		35)	
36)	X2.2	37)		38)	0.937	39)		40)	
41)	X2.3	42)		43)	0.913	44)		45)	
46)	X2.4	47)		48)	0.939	49)		50)	
51)	X2.5	52)		53)	0.922	54)		55)	
56)	Y1	57)		58)		59)	0.915	60)	
61)	Y2	62)		63)		64)	0.924	65)	
66)	Y3	67)		68)		69)	0.916	70)	
71)	Y4	72)		73)		74)	0.925	75)	
76)	Y5	77)		78)		79)	0.922	80)	
81)	M1	82)		83)		84)		85)	0.928
86)	M2	87)		88)		89)		90)	0.926
91)	M3	92)		93)		94)		95)	0.916
96)	M4	97)		98)		99)		100)	0.908
101)	M5	102)		103)		104)		105)	0.922

Based on the results of the outer loading test in Table 1, all indicators for each variable have values above 0.70, which indicates that all indicators are valid and able to represent the variable constructs properly. Therefore, all indicators are deemed suitable for use in the subsequent analysis.

Table Construct Reliability & Validity Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1 (Personal Branding)	0.955	0.955	0.965	0.846
X2 (Compensation)	0.957	0.999	0.966	0.852
Y (HR Performance)	0.955	0.955	0.965	0.847
M (Career Development)	0.955	0.948	0.960	0.828

The results of the Construct Reliability and Validity test show that all variables in this research model meet the criteria for reliability and construct validity. The Cronbach's Alpha and Composite Reliability values for the four variables are all above the threshold of 0.70, indicating that each construct has very good internal reliability. Furthermore, the Average Variance Extracted (AVE) values for all variables also exceed 0.50, signifying that each construct demonstrates adequate convergent validity. In particular, the Compensation variable has the highest AVE value of 0.852, indicating that most of the variance in its

indicators is well explained by the construct. Therefore, it can be concluded that all constructs in this model are reliable and valid for use in subsequent structural analysis.

Table Discriminant Validity Results using Fornell-Larcker

Variable	X1 (Personal Branding)	X2 (Compensation)	Y (HR Performance)	M (Career Development)
X1 (Personal Branding)	0.920			
X2 (Compensation)	0.041	0.923		
Y (HR Performance)	0.890	0.208	0.920	
M (Career Development)	0.878	0.014	0.863	0.910

Based on the results of the Discriminant Validity test using the Fornell-Larcker criterion, all constructs in this research model meet the requirements of discriminant validity. This is indicated by the square root value of the AVE (diagonal values) for each construct being greater than the correlation values between the constructs (values below the diagonal). For example, the square root of AVE for the Compensation variable is 0.923, which is higher than its correlation with Personal Branding (0.041). This pattern is consistent across all other constructs, including HR Performance, which has the highest value of 0.923. These results demonstrate that each construct in the model is well distinguished from the others, thereby confirming that discriminant validity has been properly established.

3.2. Inner Model

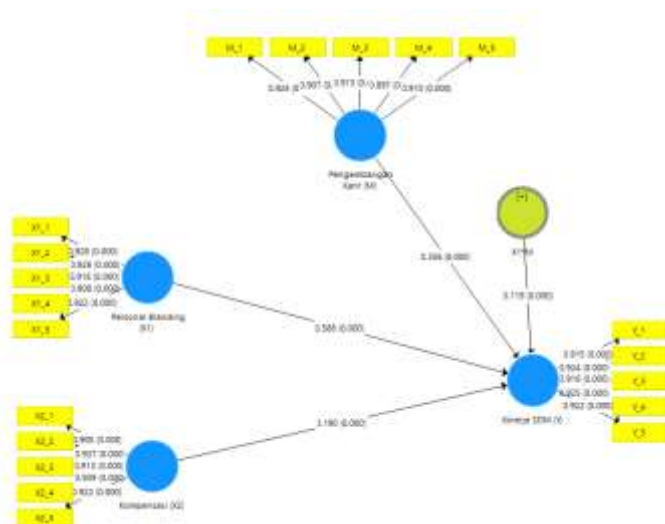


Figure Structural Model of the Research

Table Path Coefficient Result

Path	Original Sample	Mean	STDEV	T Statistics	P Values	Result
X1 (Personal Branding) → Y (HR Performance)	0.586	0.588	0.050	11,730	0.000	Significant
X2 (Compensation) → Y (HR Performance)	0.190	0.194	0.025	7,673	0.000	Significant
X1 (Personal Branding) * M (Career Development) → Y (HR Performance)	0.119	0.120	0.031	3,878	0.000	Significant

The results of the path coefficient test, both for direct and indirect effects in the research model, show several important findings. First, the coefficient value of 0.586 indicates that Personal Branding (X1) has a strong and positive influence on HR Performance (Y). With a T-value greater than 1.96 and a p-value less than 0.05, this effect is statistically significant. This means that the better an individual's Personal Branding, the higher the HR performance they demonstrate. Therefore, it can be concluded that Personal Branding significantly affects HR performance. Second, the coefficient of 0.190 shows that Compensation (X2) also has a positive influence on HR Performance (Y), although its effect is relatively smaller compared to Personal Branding. With a T-statistic of 7.673 and a p-value of 0.000, the relationship is statistically significant, which indicates that an increase in compensation can indeed improve HR performance. Thus, it can be concluded that compensation significantly affects HR performance as well. Third, the interaction between Personal Branding and Career Development (M) has a coefficient of 0.119, supported by a T-statistic of 3.878 and a p-value of 0.000. This indicates that Career Development significantly moderates the relationship between Personal Branding and HR Performance. In other words, the influence of Personal Branding on HR performance becomes stronger when career development is also at a high level. These findings confirm that a well-developed career strengthens the contribution of Personal Branding in enhancing HR performance.

Table R-Square Result

Variable (Construct)	R Square	R Square Adjusted
Y (HR Performance)	0.864	0.862

Based on the results of the R-Square test, it is found that the R^2 value for the HR Performance (Y) variable is 0.864, which means that 86.4% of the variability in HR Performance can be explained by the variables Personal Branding and Compensation. Meanwhile, the remaining 13.6% is explained by other variables outside the research model. The R-Square value for this endogenous variable is considered high, indicating that the model has strong predictive power in explaining the relationships among the variables.

Table f-Square Result

Path	f^2
X1 (Personal Branding) → Y (HR Performance)	0.562
X2 (Compensation) → Y (HR Performance)	0.263

The results of the f-Square (f^2) test, as presented in Table 4.11, show that the Personal Branding variable (X1) has an f^2 value of 0.562, which according to Cohen's (1988) guidelines falls into the category of a large effect. This indicates that Personal Branding makes a very strong contribution to improving HR Performance (Y). In other words, if the Personal Branding variable were removed from the model, the R^2 value of HR Performance would decrease significantly. Meanwhile, the Compensation variable (X2) has an f^2 value of 0.263, which falls into the medium effect category. This suggests that Compensation also has a meaningful influence on HR Performance, although its impact is not as strong as that of Personal Branding.

3.4. The Influence of Personal Branding on Human Resource Performance

The results of the structural model testing show that Personal Branding (X1) has a significant effect on Human Resource Performance (Y). A coefficient of 0.586, a T-statistic value of 11.73, and a p-value of 0.000 prove that the relationship between the two variables is statistically highly significant. The f-square value of 0.562 also indicates that the effect of Personal Branding on HR Performance falls into the large effect category. This means that the contribution of Personal Branding to employee performance improvement is very strong and deserves to be a primary focus in human resource development. Personal Branding can be understood as the way individuals create a positive perception of themselves through their competencies, attitudes, values, and unique qualities. This concept refers to the thoughts of Arruda and Dixson (2007), who state that every individual should build a consistent professional identity to be easily recognized and valued in the workplace. Such a strategy can increase the individual's value in the eyes of supervisors, colleagues, and external stakeholders, thereby influencing the trust and responsibilities entrusted within the organization.

This research was conducted at the Representative Office of Bank Indonesia in North Kalimantan Province (KPwBI Kaltara). The institution functions as the representative of Bank Indonesia in a strategically located border area. Employees of KPwBI Kaltara play a vital role in implementing regional inflation control, supervising payment systems, as well as supporting MSMEs and strategic partners in the region. Employees need to demonstrate professionalism, reliability, and high integrity in every interaction, both internally and externally. Personal Branding supports the effectiveness of these roles. Employees with strong Personal Branding usually demonstrate high responsibility, self-confidence, and the ability to communicate the institution's values positively. This is particularly important at KPwBI Kaltara, as employees are not only responsible for administrative tasks but also serve as the direct representation of the institution to the public and strategic partners, including those in the Indonesia–Malaysia border region. The personal credibility displayed by employees directly influences the overall image of the institution.

The findings of this study are also in line with Human Capital Theory, which emphasizes the importance of individual competencies as the primary asset in supporting organizational excellence. Personal Branding, as a form of non-technical competence, plays a crucial role in creating added value for the organization, particularly in government and public service sectors. Several previous studies support this result. Putri (2021) found that Personal Branding significantly affects employee productivity, especially in the service and public institutions sector. Santoso and Herlina (2020) concluded that Personal Branding contributes to enhancing work ethics, self-confidence, and individual responsibility toward their tasks. Employees with strong Personal Branding tend to have greater motivation and gain higher trust from their superiors. These findings highlight that improving employee performance at KPwBI Kaltara does not solely depend on technical or structural aspects, but also on how employees present themselves professionally and with integrity. Human resource development efforts should therefore include communication training, soft skills

development, and mentoring programs that enable employees to showcase their best potential in various work contexts. The conclusion drawn from this study points to the importance of strengthening Personal Branding as an integral part of human resource development strategies. Employees who consistently build a positive image not only demonstrate strong performance but also serve as a source of pride for the institution.

3.5. The Influence of Compensation on Human Resource Performance

The research findings indicate that Compensation (X2) has a significant effect on Human Resource Performance (Y). The path coefficient of 0.190, T-statistic value of 7.673, and p-value of 0.000 demonstrate that the relationship between Compensation and HR Performance is statistically significant. The f-square value of 0.263 suggests that compensation has a medium effect on improving employee performance. Although its influence is not as strong as Personal Branding, Compensation still plays an important role in encouraging employees to work more optimally. Compensation represents the rewards received by employees as recognition for their contribution to the organization. It encompasses salary, allowances, incentives, as well as other financial and non-financial benefits. According to the compensation theory proposed by Milkovich and Newman (2005), compensation is not merely a means of fulfilling economic needs but also a form of recognition for performance, a motivational tool, and a symbol of fairness in employment relations. When employees perceive that the compensation they receive is commensurate with their workload and responsibilities, they are more motivated to deliver their best performance.

This study was conducted in the environment of the Representative Office of Bank Indonesia (KPwBI) in North Kalimantan Province, a regional branch of the central bank operating in a strategic border area. Employees at KPwBI North Kalimantan play a vital role in supporting the implementation of central banking duties at the regional level. The dynamic and complex work environment requires a fair and adequate compensation system to maintain employee morale, loyalty, and professionalism. Compensation provided by the institution reflects recognition of performance as well as organizational support for employee well-being. Proper implementation of compensation affects not only material aspects but also the psychological state of employees. Employees who feel valued through a transparent, consistent, and fair compensation system tend to experience higher job satisfaction. This sense of satisfaction fosters loyalty and commitment to the organization, along with the drive to enhance productivity on a continuous basis. In a formal work setting such as KPwBI North Kalimantan, fairness and recognition of performance become key elements in building a professional and responsible work culture.

Several previous studies support these findings. Research by Wahyuni (2020) showed that compensation has a positive effect on employee performance, particularly in the public sector where bureaucratic organizational structures prevail. Similarly, Nasution and Syahril (2022) found that a well-designed compensation system enhances work motivation, strengthens a sense of belonging to the institution, and reduces turnover potential. In the context of public organizations, compensation often serves as an indicator of organizational

justice that affects employee satisfaction and performance. These findings imply that compensation remains a fundamental factor in driving performance achievement. Although Personal Branding exerts a stronger influence in this research model, the presence of a supportive compensation system is still necessary as a key driver of both intrinsic and extrinsic motivation. Aligning reward systems with performance, responsibilities, and tangible contributions will generate positive impacts on overall performance. Improving employee performance at KPwBI North Kalimantan can be pursued through strengthening performance-based compensation systems that are accountable, measurable, and fair. Transparency in compensation mechanisms and periodic evaluations of employee satisfaction will help foster a conducive and collaborative work atmosphere. Employees who feel professionally valued are more likely to maintain consistent performance.

3.6. The Moderating Role of Career Development on the Influence of Personal Branding on Human Resource Performance

The analysis using SmartPLS shows that Career Development (M) significantly moderates the influence of Personal Branding (X1) on Human Resource Performance (Y). The interaction coefficient between Personal Branding and Career Development is 0.119, with a T-statistic value of 3.878 and a p-value of 0.000. This result indicates that the effect of Personal Branding on HR performance increases when supported by a high level of Career Development. In other words, the existence of career development programs or systems strengthens the positive impact of employees' Personal Branding. Moderation in this context demonstrates the interaction between variables, where Career Development does not merely stand as an independent variable but enhances the causal relationship among other variables. Employees with strong Personal Branding tend to show high performance, yet such an impact becomes more optimal when the organization provides clear opportunities for career development. Personal Branding requires a space for self-actualization, and career development offers the means and opportunities for it.

Career Development encompasses the processes of planning, training, coaching, and evaluation that enable employees to grow professionally. This aligns with Werther and Davis (1996), who argue that one's career develops more effectively when supported by an organizational structure that provides a planned development path. Personal Branding without career development support often becomes stagnant because it lacks the space to demonstrate tangible added value. The Representative Office of Bank Indonesia in North Kalimantan (KPwBI Kaltara) represents a working environment that prioritizes professionalism, integrity, and competence. Employees are required to face strategic challenges in a border region and act as the extended arm of Bank Indonesia's policies in the area. In this condition, Personal Branding serves as individual capital, while career development functions as a system that drives such potential to surface in a structured manner. When employees have clarity about their career development path, they are more motivated to build a stronger professional image, which ultimately contributes to performance improvement.

This finding supports Greenhaus and Callanan's (1994) perspective, which emphasizes the importance of integrating personal motivation and organizational opportunities. Personal Branding reflects employees' internal drive, while career development represents organizational support. The interaction between the two creates a synergy that influences work effectiveness and individual productivity. Previous studies have also shown similar results. Sari and Prasetyo (2021) demonstrated that career development strengthens the relationship between self-promotion and employee performance. Rahman and Wijaya (2019) found that the combination of career development and personal competence positively impacts work engagement and target achievement. These results indicate that organizations that actively encourage career growth maximize individual potential, including in the domain of self-image or professional branding. Employees at KPwBI Kaltara face tasks that demand innovation, openness to change, and readiness to assume various strategic roles. Career development becomes an essential mechanism to map employee potential while granting them greater trust and responsibility. Personal Branding, reinforced through career coaching, enables employees to be better prepared to face organizational dynamics and external challenges.

The conclusion from these results is that Career Development acts as a strengthening factor or amplifier that magnifies the influence of Personal Branding on HR Performance. Organizations that actively support employee career growth will observe a more substantial impact of employees' self-image efforts on improving work performance. The success of HR management at KPwBI Kaltara does not solely depend on individual quality but also on institutional strategies that provide growth opportunities for all employees.

4. Conclusion

The findings of this study demonstrate that Personal Branding has a significant and dominant effect on Human Resource Performance, followed by Compensation, which also plays an important role although with a relatively smaller impact. Moreover, Career Development is proven to significantly moderate the relationship between Personal Branding and performance, indicating that the combination of individual professional identity and organizational support leads to more optimal outcomes. These results highlight the importance for KPwBI North Kalimantan to integrate professional identity strengthening, fair compensation systems, and structured career pathways into its strategic approach. Such efforts are expected to enhance employee motivation, loyalty, and dedication while simultaneously reinforcing the institution's image, particularly in its strategic role as Bank Indonesia's representative office in the border region.

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