



Analysis of compensation and work motivation on employee performance at PT Solomon Indo Global

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ABSTRACT

The main reason for this research is to analyze the impact of compensation and work motivation on employee performance. Recognizing that motivated employees are crucial for achieving organizational goals, this study focuses on how various compensation elements as well as motivation affect performance. The methodology involves a quantitative approach, collecting data through questionnaires distributed to 52 employees, supplemented by interviews with two respondents. Data are analyzed statistically to examine the correlation between compensation, motivation, and performance using SPSS and Excel. This research shown that motivation and compensation have a significant effect simultaneously. But partially, compensation and motivation have a positive impact on performance, motivation tend to have more significant effect on performance compare to compensation.

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1. INTRODUCTION

Employee performance is a critical factor in achieving organizational goals and maintaining a competitive edge. Companies continuously seek effective strategies to enhance performance, among which compensation and work motivation stand out as pivotal elements. This study aims to analyze the impact of compensation and work motivation on employee performance, providing valuable insights and recommendations for companies striving to optimize their workforce's output. Several studies have highlighted the significant influence of compensation and motivation on employee performance. (Santi, 2021) found that both compensation and work motivation significantly impact employee performance. She concluded that enhancing financial rewards and providing adequate motivation could lead to higher productivity and better work quality among employees who feel valued and motivated, (Santi, 2021). Similarly, in his study, (Murtiyoko, 2018) stated that compensation and work motivation together have a positive and significant influence on employee performance. Compensation encompasses all forms of financial and non-financial rewards given to employees in exchange for their contributions to the organization. According to (Dessler, 2018), compensation includes basic salary, incentives, bonuses, allowances, and other benefits (Dessler, 2018). (Martocchio, 2020) further elaborates that compensation comprises direct forms such as wages and bonuses, as well as indirect forms like health benefits and retirement plans (Martocchio, 2020). Effective compensation strategies not only attract and retain talent but also enhance employee satisfaction and motivation, leading to improved performance.

Motivation in the workplace is another critical component that drives employee performance. (Davis, 2019) describes work motivation as the internal and external drives that

influence an individual's desire to perform well in their job. It includes basic needs, incentives, and rewards that encourage employees to achieve organizational goals (Davis, 2019). (Latham, 2018) adds that work motivation affects the intensity, direction, and persistence of an individual's efforts in the work context, influenced by personal goals, rewards, and the work environment (Latham, 2018). Motivated employees are more likely to be engaged, committed, and productive, directly contributing to the organization's success.

Employee performance, defined as the extent to which an employee fulfills their job responsibilities and contributes to organizational goals, is a multidimensional construct. (Leonard, 2020) explain that employee performance includes productivity, work quality, and efficiency (Leonard, 2020). (Pulakos, 2019) emphasizes that performance is measured by the outcomes achieved by employees according to the standards set by the company, including the quantity and quality of work and contributions to strategic objectives (Pulakos, 2019). Effective performance management involves continuous assessment and development of employees to align their performance with organizational expectations.

In addition to the explanation above, here are the indicators of both compensation and motivation based on Maslow's theory of motivation: a) Motivation Indicators: Physical Needs: Salary, bonuses, transportation allowance, meal allowance, housing facilities, etc. Safety and Security Needs: Workplace safety and security facilities, social security, health benefits, pension plans, safety equipment, and accident insurance. Social Needs: Interaction with others, the need to be accepted in groups, to love and be loved. Esteem Needs: Recognition and appreciation based on skills, respect from colleagues and superiors for work achievements. Self-Actualization Needs: Challenging and interesting work that allows employees to utilize their skills and potential, supported by education and training from the company. b) Compensation Indicators: According to (Robert L. Mathis, 2006), Salary: Fixed compensation for each period regardless of hours worked. Bonus: Indirect benefits given to employees based on relative performance assessment. Incentives: Benefits provided to employees in specific units based on their performance, according to company policy. Health/Life Insurance: Health or safety guarantees provided to employees. Holiday Allowance: Separate compensation provided by the company for religious holidays.

Herzberg's Two-Factor Theory, which emphasizes the importance of hygiene factors (e.g., salary and working conditions) and motivators (e.g., recognition and achievement) in driving job satisfaction, forms the foundation of this research on compensation and work motivation. While Herzberg identifies what elements contribute to satisfaction, Vroom's Expectancy Theory complements this by explaining how employees' beliefs about the relationship between effort, performance, and rewards can solve motivational issues. By combining these theories, this study aims to explore how effective compensation strategies can enhance employee motivation and performance.

In addition to the foundational theories, recent studies have highlighted potential pitfalls in compensation strategies. (Maurice E. Schweitzer, 2004) found that aggressive goal-setting and performance incentives can lead to unethical behavior, suggesting that while aiming to boost performance, such strategies might inadvertently harm organizational integrity. Furthermore, (Bruno S. Frey, 2001) Motivation Crowding Theory reveals that external rewards, like financial incentives, can sometimes undermine intrinsic motivation. Their review shows that when employees perceive these rewards as controlling, their intrinsic drive diminishes, negatively impacting overall performance. These insights underscore the complexity of designing effective compensation systems that not only enhance motivation but also maintain ethical standards and intrinsic motivation.

This study aims to integrate these perspectives and analyze the combined effect of compensation and work motivation on employee performance on PT. Solomon Indo Global. By examining these factors within a specific organizational context, the research seeks to provide actionable insights for companies to enhance their human resource practices.

I chose to conduct this research at PT. Solomon Indo Global because it's a dynamic startup with around 90 employees, 90% of whom are under 30. Most of these young employees are cheerful, highly motivated, and fast learners, creating a vibrant work environment. As a young company, PT. Solomon Indo Global is still in the process of developing effective systems and

practices, particularly in the areas of compensation and motivation. Over the past year, they have made significant improvements by adding health insurance, transportation allowances, food benefits, proper bonus payments, and an improved salary structure to motivate their employees. Studying their approach offers a unique opportunity to understand how these evolving compensation strategies influence performance in a rapidly growing and youthful organization. This research aims to provide insights that can help PT. Solomon Indo Global and similar startups optimize their employee management strategies and continue to improve their systems.

In conclusion, understanding the interplay between compensation, motivation, and performance is crucial for organizational success. Previous research has consistently shown that fair compensation and effective motivation are key drivers of enhanced employee performance. This study builds on these findings to offer a comprehensive analysis that can help companies formulate better human resource strategies and achieve their goals more effectively.

2. RESEARCH METHOD

Sampling Method and Population

The type of research used is quantitative research. The population and sample in this study consist of all employees of PT Solomon Indo Global, totaling 98 employees. The sample was taken using probability sampling (Sugiyono, 2009). The technique used for sampling is Random Sampling, which is a sampling technique where all individuals in the population, either individually or collectively, are given an equal chance to be selected as sample members (Sugiyono, 2003).

As per the name, the sample was taken randomly. To determine the required sample size for this study, the Slovin formula was used with a confidence level of 90%, resulting in the need for 52 respondents.

Chronological Procedure

The data collection method used is primary data by conducting interviews with middle management of PT Solomon Indo Global. Additionally, questionnaires were distributed through Google Forms to all employees of PT Solomon Indo Global. The sources of data in this study include employee data, company facilities, employee motivation, salaries/bonuses/allowances, compliance/obedience, attendance records, employee achievements, performance, and company regulations. This data serves as evidence and information in this study. The data were analyzed using multiple linear regression analysis with Microsoft Excel and SPSS version 27 software, utilizing the multiple linear regression method.

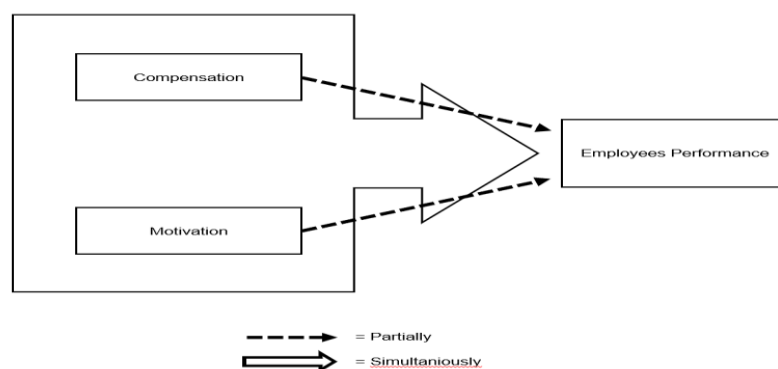


Figure 1. Frame of mind

Variables

In this study, the research variables are as follows: Independent Variables (X.1 and X.2), which X1 as compensation variable and X2 as a motivation variable. Compensation refers to all forms of remuneration given to employees, both directly in the form of money (financial) and indirectly in the form of non-monetary (non-financial) rewards. Indicators of Compensation are: a)

Direct Compensation: Salary, Wages, Incentives/Bonuses. b) Indirect Compensation: Financial Allowances, Holiday Allowances, Employee Welfare, Work Environment.

Dependent Variable (Y) Performance is the work results achieved by an individual or a group within an organization, in accordance with their respective authority and responsibility, in an effort to achieve the organization's objectives legally, without violating the law, and in line with norms and ethics.

Indicators of Employee Performance are as follows: Personal responsibility, Willingness to take and bear risks, Having realistic goals, Having a work plan, Utilizing feedback.

Data Analysis

The data analysis used in this study involves validity tests and reliability tests. The validity test uses the Pearson product-moment correlation formula, with the criterion that if the calculated $r >$ table r , the instrument is valid. The reliability test in this study uses the Cronbach's Alpha value, with the criterion that if Cronbach's Alpha (calculated r) $>$ 0.60, the instrument is reliable. The data analysis techniques include classical assumption tests and multiple regression analysis. The classical assumption tests consist of normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests.

Normality Test

The collected data must first undergo a normality test to determine whether the data comes from a population with a normal distribution. The normality test uses the One-Sample Kolmogorov-Smirnov Test with SPSS version 27. The criterion is that if the Asymp Sig value $>$ 0.05, the data is normally distributed.

Multicollinearity Test

The multicollinearity test is conducted to determine whether there is a similarity between one independent variable and another independent variable within the same model. In this study, the multicollinearity test uses the Variance Inflation Factor (VIF), with the criterion that if the tolerance value $>$ 0.1 and the VIF value $<$ 10, the data does not experience multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is conducted to determine whether there is a deviation in the model due to different disturbance variables between observations. To determine whether heteroscedasticity occurs, it can be seen from the scatterplot image. If the scatterplot does not show a clear pattern and the points are spread above and below the number 0 on the Y-axis, then heteroscedasticity does not occur.

Multiple Regression Analysis

Multiple regression analysis is used to determine the effect of product quality and service quality on customer satisfaction at PT. Solomon Indo Global. The regression equation is $Y = a + b_1X_1 + b_2X_2 + b_3X_3$. Hypothesis testing uses partial tests and simultaneous tests with probability techniques by comparing the probability value (Sig) with a significance level of 0.05. If the probability value (Sig) $<$ 0.1, it is significant.

Coefficient of Determination

The coefficient of determination test aims to determine the magnitude of the influence between variables. The coefficient of determination value indicates the percentage of variation in the dependent variable that can be explained by the resulting regression equation.

3. RESULTS AND DISCUSSIONS

Validity and Reliability Test

Every item should met the following criteria:

If r -calculated $>$ r -table or Sig $<$ 0.05, then the item considered as valid.

If r -calculated $<$ r -table or Sig $>$ 0.05, then the item considered as invalid.

Table 1. Significance column table

Compensation	α	Result	Motivation	α	Result	Performance	α	Result
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Item 1	<0.001	0.05	Valid	<0.001	0.005	Valid	<0.001	0.005	Valid
Item 2	<0.001	0.05	Valid	<0.001	0.005	Valid	<0.001	0.005	Valid
Item 3	<0.001	0.05	Valid	<0.001	0.005	Valid	<0.001	0.005	Valid
Item 4	<0.001	0.05	Valid	0.012	0.005	Valid	<0.001	0.005	Valid
Item 5	0.004	0.05	Valid	0.005	0.005	Valid	<0.001	0.005	Valid
Item 6	<0.001	0.05	Valid	0.032	0.005	Valid	0.005	0.005	Valid
Item 7	<0.001	0.05	Valid	<0.001	0.005	Valid	<0.001	0.005	Valid
Item 8	<0.001	0.05	Valid	0.014	0.005	Valid	<0.001	0.005	Valid
Item 9	0.005	0.05	Valid	<0.001	0.005	Valid	<0.001	0.005	Valid
Item 10	0.003	0.05	Valid	0.014	0.005	Valid	0.022	0.005	Valid
Item 11							0.002	0.005	Valid

Result shown that validity test of all items have less value than 0.05, which means all items tested are valid. After conducting the validity test and confirming that all instruments are valid, the next step is the reliability test, where the cronbach's alpha value (Cronbach's alpha) is compared with the standart value for each variable's questionnaire: a) Compensation: The Cronbach's alpha value is 0.706, which is greater than the standart value of 0.6, indicating that the compensation variable questionnaire is reliable. b) Work Motivation: The Cronbach's alpha value is 0.762, which is greater than the r-table value of 0.6, indicating that the work motivation variable questionnaire is reliable. c) Performance: The Cronbach's alpha value is 0.731, which is greater than the r-table value of 0.6, indicating that the performance variable questionnaire is reliable.

Classical Assumption Analysis

Multicollinearity Analysis

Analyzing for the presence of multicollinearity is performed by retaining the values of the correlation matrix produced during data processing, as well as the values of VIF (Variance Inflation Factor) and tolerance, as follows:

Table 2.
analysis

Model	Coefficients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Total skor kompensasi	.713	1.402
	Total skor Motivasi	.713	1.402

a. Dependent Variable: Total skor kinerja

Source: Processed Primary Data

Based on the table above, the tolerance value for the Compensation variable is 0.713 > 0.10 and its VIF is 1.402 < 10.00. Meanwhile, the tolerance value for the Motivation variable is 0.713 > 0.10 and its VIF is 1.402 < 10.00, indicating that there is no multicollinearity present in the data.

Normality Test

The purpose of the Normality Test is to determine whether the regression model, dependent variable, and independent variables all have a normal distribution or not. The normality test can be observed from the Asymp. Sig value in the One Sample Kolmogorov-Smirnov Test table.

Table 3. Normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		52
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.96443566
Most Extreme Differences	Absolute	.085
	Positive	.079

a. T-Test

To determine whether there is an influence between compensation (X1) and work motivation (X2) on performance, it is necessary to conduct a significance test using the t-test with a significance level of 10% (0.1) and degrees of freedom (df) calculated with the formula: $df = n - 1$, where n is the number of respondents. The critical value retrieved from the t-table is 1684

Table 6. T-test results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	27.454	5.659	4.852	.000
	Total skor kompensasi	.001	.139	.009	.993
	Total skor Motivasi	.456	.163	2.795	.007

a. Dependent Variable: Total skor kinerja

Source: Processed Primary Data

1. Based on the results above, it can be concluded that the compensation variable (x1) is found to be significant, with a t-value greater than 0.05 ($0.993 > 0.05$), which means H0 is rejected and H1 is accepted. This indicates that there is no significant effect of compensation (x1) on performance (y).
2. Based on the table above, it can be concluded that the motivation variable (x2) has a significant effect, where the t-value is less than 0.05 ($0.007 < 0.05$), which means H0 is rejected and H2 is accepted. This indicates that there is a significant effect of motivation (x2) on performance (y).

b. F-Test

To test the combined influence of compensation (X1) and motivation (X2) on performance (Y), the F-test statistic can be used, with a significance level of 5% (0.05).

Table 7. F-test result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.753	2	89.877	5.494	.007 ^b
	Residual	801.554	49	16.358		
	Total	981.308	51			

a. Dependent Variable: Total skor kinerja

b. Predictors: (Constant), Total skor Motivasi, Total skor kompensasi

Source: Processed Primary Data

From the F-test results, it is found that the significance value is less than 0.05, i.e., $0.007 < 0.05$. Therefore, compensation and motivation have a significant influence on performance.

Discussion

We can conclude from the Hypothesis Testing that both work motivation and compensation simultaneously have a positive and significant effect on employee performance. Based on the ongoing research, it's evident that in the workplace, particularly regarding motivation and compensation, these factors greatly influence employee performance on tasks. Both aspects are essential for achieving the company's goals. Motivation and compensation each have a positive and significant impact on employee performance. It's undeniable, as previous studies have also shown, that it's not just the provision of compensation that needs attention to improve employee performance; motivation is equally important. Employees may not always be willing to perform optimally, so there needs to be a driving force encouraging them to use their full potential. This driving force is known as motivation.

In his research, (Ustadus Sholihin, 2021) stated that work motivation has a positive and significant impact on employee performance. This indicates that every increase in work motivation

scores is followed by an increase in employee performance, assuming the work environment, compensation, and job satisfaction remain constant. Similarly, (Gunawan, 2019) research shows that both motivation and compensation, whether functioning simultaneously or individually, have a positive and significant effect on employee performance. Organizational Citizenship Behavior (OCB) has also been proven to mediate the impact of job satisfaction, work motivation, and organizational commitment on performance (Nurnaningsih, 2017)

In another study, different results were found. Variables such as compensation, motivation, and job satisfaction were analyzed. The findings showed that compensation alone does not directly impact employee performance. However, both work motivation and job satisfaction have a significant effect on employee performance. Furthermore, compensation and work motivation, when mediated by job satisfaction, significantly influence employee performance (Mohammad Zainuri, 2018).

4. CONCLUSION

Compensation (X1) in this study has a positive but not significant effect on employee performance, so the proposed hypothesis "it is suspected that there is a positive and not significant effect of compensation on employee performance" has been proven.

Meanwhile for work motivation (X2) has a positive and significant effect on employee performance (Y), so the proposed hypothesis "it is suspected that there is a positive and significant effect of work motivation on employee performance" has been proven.

As the result above, we can conclude that compensation (X1) and work motivation (X2) together have a positive and significant effect on employee performance (Y), so the proposed hypothesis "it is suspected that there is a positive and significant joint effect of compensation and work motivation on employee performance" has been proven.

This research concludes that employee performance significantly impacts motivation and compensation implications. According to motivation and compensation theories in human resource management, every employee undertakes and completes tasks because of the driving force and rewards they expect to receive.

According to an interview with two sources, it was explained that PT Solomon Indo Global is currently making improvements in terms of compensation and motivation. Additionally, I can refer back to Vroom's expectancy theory and elaborate on it alongside the KPI system. Assigning tasks that are moderate and achievable, while consistently providing adequate compensation or bonuses, will be very effective in supporting employees. At the same time, it's important to consider aspects of intrinsic motivation.

Other companies can understand that there is a direct relationship between employee performance and compensation or work motivation. Specifically, companies with similar employee conditions might encounter the same issues, and this journal can be used as a reference to address the challenges they are facing, particularly in the context of employee performance.

While this study provides valuable insights, it has some limitations. The small sample size, drawn from a single company or industry, may not be representative of the broader population, limiting the generalizability of the findings. Additionally, the accuracy and reliability of the measurement tools, such as surveys, could affect the validity of the results.

For future research, it is recommended to consider cultural and contextual differences by examining how these factors influence the relationship between compensation, motivation, and performance. Conducting comparative studies across various company and industries can reveal how these dynamics differ in diverse settings. Additionally, increasing the sample size and diversity will enhance the generalizability of the findings. Employing mixed methods by combining quantitative and qualitative data collection can also provide a more comprehensive understanding of these relationships.

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