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The Effect of Work Motivation and Compensation on Employee Performance at Pos Bangunan in East Lombok

Muh. Mundzir Syakkar *, Huzain Jailani, Susilawati
Universitas Hamzanwadi
Jl. Cut Nyak Dien No.85, Pancor, Kec. Selong, Kabupaten Lombok Timur, Nusa Tenggara Bar. 83611, Indonesia
E-mail: mundzirsyakkar@gmail.com

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Abstract

This study aims to analyze the effect of work motivation and compensation on employee performance at Pos Bangunan in East Lombok, both partially and simultaneously. The background of this research is based on the phenomenon of declining company target achievement from 87% in 2024 to 80% in 2025, accompanied by indications of low work discipline and a suboptimal compensation system. This study employs a quantitative approach with a causal associative design. The research population consists of all 37 employees of Pos Bangunan, with sampling conducted using total sampling technique. Data were collected through Likert-scale questionnaires and analyzed using multiple linear regression with SPSS version 22. The results indicate that work motivation partially has a positive and significant effect on employee performance (t-count = 2.892; sig. = 0.007), while compensation partially has no significant effect on employee performance (t-count = 1.517; sig. = 0.138). Simultaneously, both variables together have a significant effect on employee performance (F-count = 21.676; sig. = 0.000) with a coefficient of determination of 56.0%. The resulting regression equation is $Y = 10.517 + 0.627X_1 + 0.322X_2$. These findings imply that strengthening work motivation should be prioritized in the human resource management strategy at Pos Bangunan, while compensation system improvements should not be neglected as a supporting factor.

Introduction

Human resources are a strategic element that plays a central role in determining an organization's success, particularly amid the increasingly dynamic landscape of global competition. An organization's competitive advantage is determined not only by the availability of financial resources and technology but also by the quality of its human resource management. In this context, well-planned and systematic human resource management is essential for improving productivity while sustaining organizational competitiveness (Hasibuan, 2019).

Indonesia's retail industry has experienced rapid growth, marked by the increasing number of new businesses and the intensification of market competition. Under these circumstances, employee performance has become a critical factor distinguishing one company from another (Rahayu & Ismail, 2024). Data from Statistics Indonesia (Badan Pusat Statistik [BPS], 2023) indicate that the wholesale and retail trade sector contributes significantly to the national Gross Domestic Product and employs approximately 19% of the national workforce, with growth exceeding 5% in the third quarter of 2025. These figures underscore the importance of effective human resource management within the sector.

Employee performance refers to the extent to which individuals accomplish their assigned duties and responsibilities in terms of both the quality and quantity of their work (Rahayu & Ismail, 2024). According to Mangkunegara (2017), employee performance is the qualitative and quantitative work outcome achieved by employees in carrying out their responsibilities. Previous empirical studies have consistently identified work

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motivation and compensation as key determinants of employee performance (Marlinah et al., 2025; Yuliasari & Nurhayaty, 2024; Rifdha et al., 2024).

Pos Bangunan, located at Jl. Ahmad Yani No. 6, Pancor, Selong District, East Lombok Regency, is a local retail business specializing in building materials and household supplies, employing 37 workers. As a local retail enterprise, it operates in a highly competitive business environment while facing various human resource management challenges. Preliminary observations revealed that the company's target achievement rate declined from approximately 87% in 2024 to around 80% in 2025. This 7% decrease indicates a gap between the established targets and the actual performance achieved.

Furthermore, preliminary findings indicate low employee motivation, as reflected in a relatively high rate of employee tardiness, as well as compensation-related issues, particularly the absence of company-provided meal allowances. These conditions are consistent with Herzberg's Two-Factor Theory, which suggests that the fulfillment of hygiene factors is a prerequisite for motivational factors to function effectively (Mangkunegara, 2017).

Relevant previous studies include research conducted at PT Tamarin Jaya, East Lombok Branch, which found that compensation had a significant positive effect on employee performance through work motivation. However, the study treated work motivation as an intervening variable rather than as an independent variable alongside compensation. Another study at PT Connect Electrical Engineering Batam also reported positive effects of work motivation and compensation on employee performance, although it was conducted in an industrial setting with different organizational characteristics. Therefore, a research gap remains regarding the direct effects of work motivation and compensation as parallel independent variables on employee performance in the building materials retail sector in East Lombok.

Based on the identified phenomena and research gap, this study aims to: (1) examine the partial effects of work motivation and compensation on the employee performance of Pos Bangunan in East Lombok; and (2) examine the simultaneous effects of work motivation and compensation on the employee performance of Pos Bangunan in East Lombok.

Method

This study employed a quantitative approach using a causal associative survey design to examine the effects of work motivation (X_1) and compensation (X_2) on employee performance (Y), both partially and simultaneously. Work motivation and compensation were treated as independent variables, while employee performance served as the dependent variable. The relationships among these variables were analyzed quantitatively using statistical methods (Sugiyono, 2019). The study population consisted of all 37 employees of Pos Bangunan in East Lombok. Since the population size was relatively small, a saturated sampling (total sampling) technique was applied, whereby the entire population was included as the research sample to minimize sampling error (Arikunto, 2013).

Data were collected primarily through a structured questionnaire using a five-point Likert scale. To strengthen the research findings, non-participant observation, documentation, and unstructured interviews were also employed as supporting data collection techniques (Sugiyono, 2019). The research instrument comprised three variables: work motivation (8 indicators), compensation (8 indicators), and employee performance (10 indicators), all of which were developed based on established theoretical frameworks. Instrument validity was assessed using the Pearson Product-Moment correlation test, with an r-table value of 0.334 at a 5% significance level, while reliability was evaluated using Cronbach’s Alpha with a minimum acceptable value of 0.60 (Ghozali, 2018).

The data analysis procedures included descriptive statistical analysis, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis using the model $Y = a + b_1X_1 + b_2X_2 + e$. Hypothesis testing was conducted using the *t*-test to examine partial effects, the *F*-test to assess simultaneous effects, and the coefficient of determination (R^2) to measure the contribution of the independent variables to the dependent variable. All statistical analyses were performed using SPSS version 22 (Sugiyono, 2019; Ghozali, 2018).

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Results

Instrument Validity and Reliability Testing

The validity test was conducted on 26 questionnaire items representing the three research variables. Based on the data analysis performed using SPSS version 22, all 26 items were found to be valid, with Pearson correlation coefficients (r-values) ranging from 0.373 (Item P14) to 0.521 (Item P11). All calculated correlation coefficients exceeded the critical r-table value of 0.334, and each item had a significance value below 0.05. These results indicate that all questionnaire items were valid and accurately measured the intended constructs.

Instrument Validity and Reliability Testing

Table 1. Summary of Instrument Validity Test Results

Variable	Number of Items	Minimum r-value	Maximum r-value	r-table	Interpretation
Work Motivation (X_1)	8	0.386	0.521	0.334	All Items Valid
Compensation (X_2)	8	0.373	0.510	0.334	All Items Valid
Employee Performance (Y)	10	0.386	0.502	0.334	All Items Valid

Source: Primary Data Processed Using SPSS Version 22 (2026).

The reliability test conducted on all 26 questionnaire items produced a Cronbach's Alpha coefficient of 0.844. This value exceeds the minimum acceptable threshold of 0.60 and falls within the high reliability category ($0.80 \leq \alpha < 0.90$), indicating that the research instrument is reliable and capable of consistently measuring the study variables.

Descriptive Statistical Analysis

Descriptive statistical analysis was conducted on data collected from 37 employees of Pos Bangunan in East Lombok. The results are presented in Table 2.

Table 2. Results of Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Standard Deviation	Mean Score per Item	Category
Work Motivation (X_1)	37	26.00	40.00	34.43	2.996	4.30	Very High
Compensation (X_2)	37	28.00	40.00	34.11	3.062	4.26	Very High
Employee Performance (Y)	37	32.00	50.00	43.08	3.624	4.31	Very High

Source: Primary Data Processed Using SPSS Version 22 (2026).

The **work motivation (X_1)** variable obtained an average score of **4.30** per item, which falls within the **"Very** High" category (4.21–5.00). The relatively small standard deviation of 2.996 compared with the mean indicates that respondents had relatively consistent perceptions regarding work motivation.

The compensation (X_2) variable achieved an average score of 4.26 per item, which is also categorized as "Very High." Nevertheless, the absence of company-provided meal allowances, as identified in the research background, warrants further examination at the indicator level because the overall mean score may not fully reflect the condition of each individual compensation component.

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The employee performance (Y) variable recorded an average score of 4.31 per item, placing it in the "Very High" category. Its standard deviation of 3.624, which is slightly higher than those of the other two variables, suggests greater variation in employees' perceptions of performance. This variation may be attributable to differences in employees' work experience, job positions, and levels of responsibility.

Classical Assumption Tests

Normality Test

Table 3. Results of the Normality Test

One-Sample Kolmogorov–Smirnov Test

		Unstandardized Residual
N		37
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.40254717
Most Extreme Differences	Absolute	.102
	Positive	.055
	Negative	-.102
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: *Primary Data Processed Using SPSS Version 22 (2026).*

The normality test was conducted using the One-Sample Kolmogorov–Smirnov Test, which yielded a Test Statistic value of 0.102 and an Asymp. Sig. (2-tailed) value of 0.200. Since the significance value (0.200) is greater than the critical threshold of 0.05, it can be concluded that the residuals of the regression model are normally distributed. The fulfillment of the normality assumption validates the use of multiple linear regression analysis, thereby ensuring that the statistical inferences drawn from the model are valid and reliable.

Multicollinearity Test

Table 4. Results of the Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10.517	4.974		2.115	.042		
	Motivasi Kerja	.627	.217	.518	2.892	.007	.403	2.484
	Kompensasi	.322	.212	.272	1.517	.138	.403	2.484

a. Dependent Variable: Kinerja Karyawan

Source: *Primary Data Processed Using SPSS Version 22 (2026).*

The results of the multicollinearity test indicate that both independent variables, namely work motivation (X_1) and compensation (X_2), have a Tolerance value of 0.403 and a Variance Inflation Factor (VIF) value of 2.484, respectively. These values satisfy the criteria for the absence of multicollinearity,

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namely Tolerance > 0.10 and VIF < 10. The VIF value of 2.484 indicates a moderate correlation between work motivation and compensation, which is theoretically reasonable because both variables are interrelated components of human resource management. However, since the VIF value remains well below the critical threshold of 10, the regression model is considered free from serious multicollinearity problems.

Heteroscedasticity Test

Table 5. Results of the Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.063	2.757		1.473	.150
	Motivasi Kerja	.219	.120	.455	1.823	.077
	Kompensasi	-.285	.118	-.605	-2.422	.021

a. Dependent Variable: ABS_RES

Source: *Primary Data Processed Using SPSS Version 22 (2026).*

The heteroscedasticity test was performed using the Glejser test, in which the absolute values of the residuals were regressed against the independent variables. The initial test results showed that the work motivation (X_1) variable had a significance value of 0.077 (> 0.05), indicating the absence of heteroscedasticity. In contrast, the compensation (X_2) variable obtained a significance value of 0.021 (< 0.05), suggesting the presence of heteroscedasticity.

To address the heteroscedasticity detected in the compensation variable, this study employed the Weighted Least Squares (WLS) method. The WLS approach assigns different weights to each observation, whereby observations with larger residual variances receive smaller weights and vice versa. This method effectively reduces the impact of heteroscedasticity, resulting in more efficient and consistent regression coefficient estimates (Ghozali, 2018).

Table 6. Results of the Heteroscedasticity Test Using the Weighted Least Squares (WLS) Method

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.005	.007		-.723	.475
	TRANSFORM_X1	.205	.141	.505	1.449	.157
	TRANSFORM_X2	6.889E-7	.000	.092	.265	.793

a. Dependent Variable: ABS_RES2

Source: *Primary Data Processed Using SPSS Version 22 (2026).*

Based on the results of the re-analysis using the Weighted Least Squares (WLS) method presented in Table 6, the significance values for TRANSFORM_X_1 and TRANSFORM_X_2 were 0.157 (> 0.05) and 0.793 (> 0.05), respectively. Since both significance values exceed the critical threshold of 0.05, it can be concluded that the heteroscedasticity problem has been successfully eliminated. Accordingly, the regression model used in this study is free from heteroscedasticity after the application of the WLS method, ensuring that the estimated model parameters satisfy the BLUE (Best Linear Unbiased Estimator) criteria and are therefore appropriate for subsequent hypothesis testing.

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Multiple Linear Regression Analysis

Based on the data analysis performed using SPSS version 22, the following multiple linear regression equation was obtained:

$Y = 10.517 + 0.627X_1 + 0.322X_2$

Table 7. Results of the Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.517	4.974		2.115	.042
	Motivasi Kerja	.627	.217	.518	2.892	.007
	Kompensasi	.322	.212	.272	1.517	.138

a. Dependent Variable: Kinerja Karyawan

Source: *Primary Data Processed Using SPSS Version 22 (2026).*

The constant value of 10.517 indicates that when both work motivation and compensation are assumed to be zero, the predicted employee performance score is 10.517, representing the contribution of other factors not included in the regression model.

The regression coefficient for work motivation (X_1) is 0.627, indicating a positive relationship. This means that, holding compensation constant, every one-unit increase in work motivation is predicted to increase employee performance by 0.627 units. This coefficient is the largest among the two independent variables, suggesting that work motivation has a more dominant contribution to employee performance than compensation. This finding is consistent with Herzberg's Two-Factor Theory, which posits that motivator (intrinsic) factors play a more substantial role in enhancing employee performance.

The regression coefficient for compensation (X_2) is 0.322, which also indicates a positive relationship. This implies that, holding work motivation constant, every one-unit increase in compensation is predicted to improve employee performance by 0.322 units. Although its coefficient is smaller than that of work motivation, its positive direction confirms that improvements in the compensation system, particularly regarding employee benefits and facilities, are expected to contribute to enhanced employee performance.

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Hypothesis Testing

***t*-Test (Partial Test)**

The *t*-test was conducted to examine the partial effect of each independent variable on employee performance. With df = 34 and a 5% significance level (α = 0.05), the critical *t*-value (*t*-table) was ±2.032.

Table 8. Results of the *t*-Test (Partial Test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.517	4.974		2.115	.042
	Motivasi Kerja	.627	.217	.518	2.892	.007
	Kompensasi	.322	.212	.272	1.517	.138

a. Dependent Variable: Kinerja Karyawan

Source: *Primary Data Processed Using SPSS Version 22 (2026).*

The results of the *t*-test for the work motivation (X_1) variable showed a calculated *t*-value of 2.892 with a significance value of 0.007. Since the calculated *t*-value (2.892) is greater than the critical *t*-value (2.032) and the significance value (0.007) is less than 0.05, it can be concluded that work motivation (X_1) has a positive and statistically significant partial effect on employee performance (Y) at Pos Bangunan in East Lombok. Therefore, the hypothesis stating that work motivation affects employee performance is accepted (H_a accepted, H_0 rejected). This finding confirms that employees' intrinsic motivation, reflected in work enthusiasm, sense of responsibility, initiative, and creativity, plays a significant and measurable role in improving the quality of work, output quantity, reliability, and work attitudes of employees at Pos Bangunan in East Lombok.

In contrast, the *t*-test results for the compensation (X_2) variable produced a calculated *t*-value of 1.517 with a significance value of 0.138. Since the calculated *t*-value (1.517) is lower than the critical *t*-value (2.032) and the significance value (0.138) exceeds 0.05, it can be concluded that compensation (X_2) does not have a statistically significant partial effect on employee performance (Y) at Pos Bangunan in East Lombok. Accordingly, the partial hypothesis concerning compensation is rejected (H_a rejected, H_0 accepted). This finding can be explained by the fact that although compensation has a positive regression coefficient (b = 0.322), the relatively homogeneous compensation received by employees at Pos Bangunan limits its statistical influence on employee performance. Furthermore, this result may also be associated with the moderate correlation between work motivation and compensation, as reflected by the VIF value of 2.484, indicating that part of the effect of compensation on employee performance is indirectly captured through work motivation.

F-Test (Simultaneous Test)

Table 9. Results of the F-Test (ANOVA)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	264.956	2	132.478	21.676	.000[b]
	Residual	207.800	34	6.112		
	Total	472.757	36			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compensation, Work Motivation

Source: Primary Data Processed Using SPSS Version 22 (2026).

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The F-test yielded a calculated F-value of 21.676 with a significance value of 0.000. Given that the critical F-value is 3.28 ($df_1 = 2$; $df_2 = 34$; $\alpha = 5\%$), the calculated F-value (21.676) is substantially greater than the critical value (3.276), and the significance value (0.000) is below 0.05. Therefore, H_a is accepted. It can be concluded that work motivation and compensation simultaneously have a positive and statistically significant effect on employee performance at Pos Bangunan in East Lombok. The relatively high F-value indicates that the proposed regression model provides a good fit to the observed data. This finding supports the study by Marlinah et al. (2025), which reported that compensation and motivation jointly exert a significant influence on employee performance. Furthermore, it confirms the conceptual framework of the present study, suggesting that the synergy between internal factors (work motivation) and external factors (compensation) jointly contributes to improving employee performance.

Coefficient of Determination (R^2)

Table 10. Coefficient of Determination (R^2) for Work Motivation (X_1)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728[a]	.531	.517	2.51779

a. Predictors: (Constant), Wo
rk Motivation

Source: Primary Data Processed Using SPSS Version 22 (2026).

Table 11. Coefficient of Determination (R^2) for Compensation (X_2)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673[a]	.452	.437	2.71984

a. Predictors: (Constant), Compensation

Source: Primary Data Processed Using SPSS Version 22 (2026).

Partially, work motivation (X_1) explains 53.1% of the variation in employee performance ($R^2 = 0.531$, moderate category), whereas compensation (X_2) explains 45.2% of the variation in employee performance ($R^2 = 0.452$, moderate category). The 7.9% difference in explanatory power between work motivation (53.1%) and compensation (45.2%) indicates that work motivation is the more dominant determinant of employee performance when each variable is examined individually.

Simultaneously, both independent variables jointly explain 56.0% of the variance in employee performance (simultaneous $R^2 = 0.560$, moderate category). This indicates that the remaining 44.0% of the variation in employee performance is explained by other factors not included in the present study, such as leadership, organizational culture, work environment conditions, and employees' individual characteristics. The simultaneous R^2 value of 0.560 suggests that the proposed regression model possesses good predictive capability in explaining the dynamics of employee performance at Pos Bangunan in East Lombok.

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Conclusion

Based on the results of the data analysis, work motivation has a positive and statistically significant effect on the employee performance of Pos Bangunan in East Lombok, whereas compensation does not have a statistically significant partial effect, although the direction of its relationship is positive. Simultaneously, work motivation and compensation have a significant effect on employee performance, with a coefficient of determination of 56.0%, indicating that these two variables jointly explain a substantial proportion of the variation in employee performance.

Based on these findings, the management of Pos Bangunan is advised to prioritize enhancing employees' work motivation through employee recognition and rewards, strengthening employees' sense of responsibility, providing career development opportunities, and improving communication between supervisors and subordinates. In addition, the company's performance management system should be strengthened to address disciplinary issues, while the compensation system—particularly employee benefits and workplace facilities—should be evaluated and improved to enhance employee satisfaction and prevent declines in employee performance.

For future researchers, it is recommended to incorporate additional variables, such as leadership, organizational culture, job satisfaction, and organizational commitment, as 44.0% of the variation in employee performance remains unexplained by the variables examined in this study. Future studies may also employ more advanced analytical techniques, such as Structural Equation Modeling (SEM) or path analysis, and expand the research setting to improve the generalizability and comprehensiveness of the findings. For academics, this study is expected to serve as a useful reference in the field of human resource management, particularly in understanding the effects of work motivation and compensation on employee performance.

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