

## Employee Performance Improvement: Compensation and Motivation Sequences

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### Abstract

*Human Resource Management in Indonesian company is currently under intense scrutiny from various parties. How well human resources are managed will determine the success of the organization in the future. Human resource management will be a very important part of the task of organizational management. PT Adimas Cipta Karya Pratama is one of Telkom's partners, which is engaged in the construction and maintenance of network infrastructure and expected to encourage the growth of broadband access networks in the Greater Bandung area. In addition to the installation of broadband access networks, other services provided are Network Terminal Equipment (NTE), as well as Operations and Maintenance Management Services (O&M - Operation & Maintenance). PT. Adimas Cipta Karya Pratama is required to be able resolving problems related to customer complaints properly, one of them are provide assurance technician that analyze and resolve problem. The higher the level of interruption resolution, the better performance. In the last year, there was a decrease in the realization of performance assurance technician, many factors caused this, but the biggest indication was low motivation and compensation. This research aim to investigate the effect of compensation and motivation to technical assurance performace, using quantitative method and multiple regression as method for hypothesis testing, result shown from 82 respondents taken that simultaneously compensation and motivation have a positive and significant effect on employee performance by 70,2%, but partially, compensation does not affect employee performance, and only motivation that have positive and significant effect on performance.*

### Keywords

Assurance Technician;  
Employee Performance;  
Compensation; Motivation



## I. Introduction

Human resources are the main factor in managing an organization to achieve its goals. Competent human resources have good performance and discipline can support the success of a company. Human resource management is an influencing factor in meeting these needs. Dessler (2015) states human resource management is the process of obtaining, training, assessing, and compensating employees and managing labor relations, health and safety, and matters related to justice. Meanwhile, Simamora in Sutrisno (2015) state that human resource management is the use, development, assessment, remuneration, and management of individual members of organizations or groups of workers.

PT Adimas Cipta Karya Pratama is one of Telkom's partners, which is engaged in the construction and maintenance of network infrastructure. PT Adimas Cipta Karya Pratama was established on July 12, 2010. The presence of PT Adimas Cipta Karya Pratama is expected to encourage the growth of broadband access networks in the Greater Bandung area. In addition to the installation of broadband access networks, other services provided by PT Adimas Cipta Karya Pratama are Network Terminal Equipment (NTE), as well as Operations and Maintenance Management Services (O&M - Operation & Maintenance) for broadband access networks. The establishment of PT. Adimas Cipta Karya Pratama is part of PT. Telkom's commitment to continue to develop broadband networks to provide unlimited access to information and communication for all Indonesians. Assurance technician is a position in the unit (IOAN / ASSURANCE) that has the duty, authority, and responsibility to make improvements to Indihome services, as well as analyze and resolve problems with Indihome customer services. Each Assurance Technician has a goal of solving 3-4 interruptions per day with a duration of no more than 2 hours for each interruption. The higher the level of interruption resolution, especially if it reaches the daily target, the better the performance of an Assurance Technician. Table 1 shows the target data and works realization of the Assurance Technician at PT.ACKP.

**Table 1.** Target and Realization of Employee Performance of PT. Adimas Cipta Karya Pratama Year of 2016 – 2020

Year	Number of Employees	Target	Realization	Percentage (%)	Employees Reach	Percentage (%)	Employees Did Not Reach	Percentage (%)
2016	100	1248	972	77,85%	88	88%	12	12%
2017	100	1248	1131	90,65%	91	91%	9	9%
2018	100	1248	1173	94,03%	94	94%	6	6%
2019	100	1248	1168	93,59%	94	94%	6	6%
2020	100	1248	1132	90,68%	90	90%	10	10%

*Source : HR data for PT ACKP 2020*

Based on Table 1.1, it can be seen that in 2016 to 2018 the employee performance improvement of PT Adimas Cipta Karya Pratama went well, showing an increase from year to year. In 2018, the realization of the employee performance of PT Adimas Cipta Karya Pratama was able to reach a maximum number (94.03%) calculated over the past 3 years and only 6 employees did not reach the target in 2018. In 2018, the communication between company management and technicians went very well. In 2019, there is a transformation from the old system to the new system starting from July 2019. Therefore all Assurance technicians are still trying to adapt to the implementation of the new system hence employee

performance achieved cannot be maximized like in 2018. From 2019 to 2020 the realization has decreased by 4% from (93.59%) to (90.68%) where this number has decreased the achievement of employee performance to 10 people who did not reach the targets implemented by the company.

Sedarmayanti (2017) state performance is something that people actually do and can be observed. Good performance is a performance that is done optimally, that is, a performance that is carried out in accordance with organizational standards, devotes all the abilities you have to complete the job and supports achieving a goal. The creation of high employee performance is uneasy because employee performance can arise if the organization is able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally so that employees can make a positive contribution to the institution (Pratiwis, 2018). The importance of compensation and motivation in improving employee performance is supported by previous research conducted by Yuliansyah and Marzoeqi research in 2018 entitled *The Influence of Compensation and Work Motivation on Employee Performance Productivity at PT. Mustika Ratu and Branch Office* shows that compensation and motivation together have a positive and significant effect on employee performance. This shows that the higher the compensation and motivation given to employees, the higher the employee's performance, and vice versa.

Tršková (2014) states in his research, motivation is proven to multiply the performance that can be achieved with certain abilities. Therefore, this relationship could be mathematically described as follows:  $\text{performance} = \text{skill} \times \text{motivation}$ . The level of performance is influenced by the level of motivation. Shkoler and Kimura (2020) reveal that worker status can moderate the effects of intrinsic and extrinsic motivation at the level of heavy work, time, effort, and work involvement are also influenced by country differences. On the other hand, extrinsic motivation increases the individual's drive to work, which is influenced by the organization, the job itself, and the employee's environment (Deci and Ryan, 1985; Bauer et al., 2016; Legault, 2016). Qureshi and Sajjaad (2015) in research in Saudi Arabia stated that motivation and compensation will improve performance if the compensation is given regularly and is well managed.

With the phenomenon of decreasing performance in Assurance Technicians at PT. Adimas Cipta Karya Pratama, and previous studies which show that compensation and motivation have an effect on employee performance, the authors are interested in conducting a study entitled "Employee Performance Improvement : Compensation and Motivation Sequences".

## II. Review of Literature

### 2.1 Compensation

Compensation is anything that employees receive in return for their work. Every company has a different compensation system, the system is tailored to the vision, mission and objectives. Compensation is all forms of financial returns and tangible services and benefits received by employees as part of a working relationship (Milkovich and Newman (1999). Ulrich and Lake (1991) state compensation as an organizational ability related to recruiting and retaining competent employees and developing competencies through effective human resource management practices. According to Simamora (in Darma & Supriyanto, 2017), indicators for measuring employee compensation include the following:

1) Wages and salaries, Wages are the basis of pay that is often used for production and maintenance workers. 2) Incentives, the definition of incentives is additional compensation above or beyond the salary or wages given by the company. 3) Allowances. Benefits are defined as health and life insurance, pension plans, company-borne holidays, and other benefits related to employment relationships. 4) Facilities The definition of facilities is generally related to enjoyment such as company cars, access to company planes, special parking lots and enjoyment for employees.

This theory was also used in a study researched by Darma and Supriyanto entitled *The Effect Of Compensation On Satisfaction And Employee Performance*. The explanation according to Simamora (in Sinambela, 2016) consists of two types, namely Financial Compensation and Non-Financial Compensation. Financial compensation can be divided into direct compensation, such as (a) basic salary, b) proper salary, incentive payments, bonuses, commissions, profit sharing, profit sharing and share distribution, and (c) salary differences, namely savings and share purchase annuity programs. Then indirect compensation consists of (a) benefits programs, namely health insurance, life insurance, pension and labor insurance, (b) payments outside working hours as a vacation program, annual leave and maternity leave, (c) vehicles, office space, and a parking space. Non-financial compensation can be divided into (a) work with interesting tasks, challenges, responsibilities, recognition, and a sense of achievement and (b) environmental work, as a health policy, competent supervisors, a happy working atmosphere, and a comfortable work environment.

Hasibuan (2008), that is, one of the goals of compensation is job satisfaction which will affect employee performance. With a sense of satisfaction from the compensation, it will encourage employees to work optimally. The effect of compensation on performance is also proven by research conducted by Okwudili, B. E, and Edeh Friday Ogbu in 2017 who conducted research on civil servants in Nigeria. This study shows significant results that direct compensation is positively related to employee performance. Similar research conducted by Andri Aprurroji in 2019 also showed the same results, namely, compensation has an influence contribution of 50.83% on employee performance. From the results of these studies, it can be concluded that compensation is needed to help strengthen the organization's key values and facilitate the achievement of organizational goals.

## **2.2 Motivation**

Motivation is one of the most important factors influencing human behavior and performance. Wan and Tan (2013) define motivation as a process that arouses, directs, and maintains or maintains human behavior so that it is goal-directed. Many work motivation theories were born from different approaches, it happened because what was learned was complex human behavior. So these theories are necessary for organizations in understanding employees (employees) and directing employees (employees) to do something. One of the theories of motivation that is widely used is Herzberg's theory of motivation. Frederick Herzberg divides Maslow's hierarchy of needs into low-level needs (physiological, safety, and social) and high-level needs (self-esteem and self-actualization). Herzberg suggested that the best way to motivate someone is to meet their high-level needs. In Herzberg's theory of motivation, motivating factors include achievement, recognition, responsibility, progress, the work itself, and the possibility of developing. a) Achievement is the need to gain achievement in the field of work being handled. Someone who has the desire to achieve as a need can encourage him to achieve his goals. b) Recognition is the need to obtain recognition from the leadership of the work or work that has been achieved. c) Responsibility is the need to obtain responsibility in the field of work being handled.

d) Progress (advancement) is the need to obtain a career advancement (position). e) The work itself (the work itself) is a need to be able to actively handle work according to your interests and talents. f) The possibility of growth (the possibility of growth) is a need to obtain career advancement.

This theory has also been tested in a study entitled Herzberg's Theory of Motivation as a Predictor of Job Satisfaction: A Study of Non-academic Community College Employees by Greta Marie Giese and Mejai Bola Avoseh and obtained research results, namely regression analysis for predictor motivator factors and criteria. Overall job satisfaction indicates that more than 65% of the variability in overall job satisfaction is explained by motivating factors. When other factors are controlled for, sense of accomplishment, amount of responsibility, type of job, amount of recognition, growth, and development, and sense of accomplishment have significant explanatory power on overall job satisfaction. The results of his research explain that Herzberg's Two-Factor Theory has been widely used in various motivation studies in various industries and generations. An extra point from Herzberg's Two-Factor theory as it provides for an individual's intrinsic integration and extrinsic motivational factors which could ideally include other motivation theories. In detail, Responsibility, Achievement, Growth, Promotion, Recognition, and the Job itself was categorized under the motivational factors that were found to be Herzberg found to be similar to Maslow's Self-Actualization and Self-Esteem and needs.

Alderfer's Growth, as well as McClelland's Needs Achievement. Relationships with Partners. Personal Life, Supervision categorized under Herzberg's hygiene factors are consistent with Maslow's Beliefs, Alderfer's Relational needs, and McClelland's Affiliate needs. The Status Factor under the hygienic factor is similar to the Need for Power under McClelland's Theory of Need. As a result, compared to other Motivation Theory, Two-Factor Theory provides a more comprehensive set of factors that cover the basic internal and external needs of individuals to put their additional effort into work. However, the application of the Two-Factor theory is less practical for current employees. Motivation study, as discussed earlier, most of the research findings in various countries and industries have concluded that extrinsic factors have influenced their respondents' job satisfaction. The opposition to the findings against a theory in which Extrinsic Factors must come up with job dissatisfaction or a neutral feeling towards work clearly calls out the impetus for revising and updating the theory setting. Consequently, it is suggested that elements categorized under Extrinsic Factors should be accepted as having a direct impact on employee job satisfaction. The conventional setting of the Two-Factor Theory may not only be localized to be used to determine the respondent's dissatisfaction with the problem of satisfaction; however, it can further broaden the scope of use by combining the two groups of Intrinsic and Extrinsic Factors as a determinant group and thereby studying their effects on the target respondents. The relationship between motivation and previous performance has been proven by research conducted by Hasibuan and Silvya in 2019, uses an associative approach, with data collection in the form of a questionnaire and using saturated samples. The results showed that motivation has a positive and significant effect on employee performance at PT. Mewah Indah Jaya. And also research conducted by Ismawati, Djaelani and Slamet, entitled The Influence of Motivation and Work Discipline on Performance in 2017 with a sample of 250 people using the random sampling method, showing the same research results, namely, motivation has a positive and significant effect on employee performance at PT. Gatra Mapan Ngijo Karangploso.

### **2.3 Employee Performance**

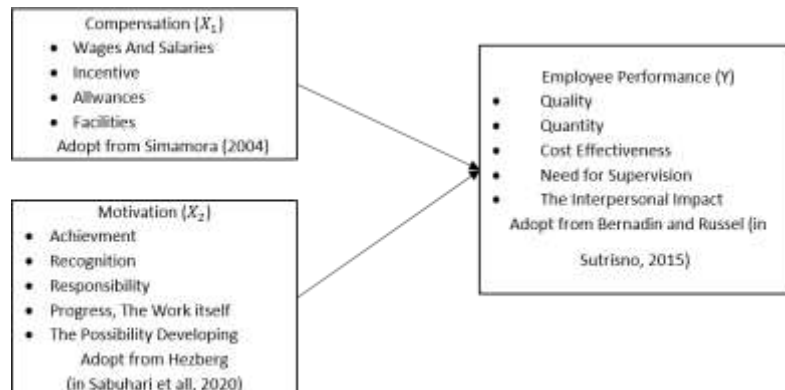
In carrying out their work, employees produce something called performance. Performance is the result or level of success of a person's work in carrying out tasks in accordance with the targets or targets that have been agreed upon in advance in a certain period. Mangkunegara (2016) defines performance as a result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Meanwhile, according to Diniaty (2014) performance is something to be achieved, the achievements shown, and one's abilities. A performance indicator is something that will be measured and used as a basis for assessing the level of performance. Whether or not the performance of a public organization is good or not can be determined by measuring it. This is because many factors affect the performance of an organization, for example, the culture in the organization, the work motivation of employees, and the competence of individual employees in completing their work.

Bernadin and Russel in Sutrisno (2015) propose six primary performances that can be used to measure performance, namely: 1) Quality, related to the quality or level of perfection of the process and results of the implementation of work or activities; 2) Quantity, related to the number, units, and cycle of activities carried out in a certain period. 3) Timeliness, the extent to which a task or activity can be completed in accordance with the predetermined time together with coordination with the results of other activities and maximizing the time available for other activities; 4) Cost-effectiveness, the maximum use of organizational resources to achieve the highest results or to reduce losses from each unit of organizational resources; 5) Need for supervision, is the level of employee awareness in carrying out their duties or responsibilities without requiring supervision from superiors or supervision. 6) Interpersonal impact, is the level where an employee is able to develop feelings of mutual respect, goodwill, and cooperation between one employee and another. Bernadin and Russell's theory was also used in an international journal entitled The effects of human resource flexibility, employee competency, organizational culture adaptation, and job satisfaction on employee performance which was researched by Sabuhari, Sudiro, Irawanto and Rahayu.

Sooroshian et al (2015) stated that the performance measurement system for the Service Industry was developed by Fitzgerald et al. (1991) which focuses on the service business. This framework follows three related elements such as a controlled model so that performance measures are determined; organizational analysis stages for performance measures; and performance measurement dimensions. There are two basic types associated with RDF measurement dimensions. The results include competitive measures and financial measures then determinants include quality, flexibility, resource use, and innovation. These elements are very important dimensions for effective performance measurement. Another approach and dimension for measuring performance were put forward by Neely and Adam (2000). This approach is named Performance Prism, Performance Prism is a new development and a conceptual system for the Performance Measurement System. A prism is a measuring tool developed based on existing strengths, a system of measuring shareholder value, and demonstrates several innovations. According to Milad A.S; Norlena H; and Nor Hasni O. (2012), Performance Prism is flanked by five indicators, namely stakeholder satisfaction, stakeholder contribution, strategy, process, and capability (Wu, 2009).

## **2.4 Research Framework and Hypotheses**

Based on the literature review and the results of previous research that have been presented in the literature review section above, the following framework can be made:



**Figure 1. Research Framework**

Based on the framework above, the hypothesis in this study is as follows:

1. Motivation and compensation simultaneously do not have a positive and significant effect on the employee performance of PT Adimas Cipta Karya Pratama.
2. Compensation, separately, have a positive and significant effect on the employee performance of PT Adimas Cipta Karya Pratama
3. Motivation, separately, have a positive and significant effect on the employee performance of PT Adimas Cipta Karya Pratama.

### **III. Research Method**

In this study, researchers used associative research with a quantitative approach. According to Sekaran (2006), associative research is research that has the aim of knowing the relationship between variables and how the level of dependence between the independent variable and the dependent variable. This type of research is useful for building a problem formulation and its solution as an effort to predict and mitigate risks. This study uses two data sources, namely primary data, namely employee response data at PT. Adimas Cipta Karya Pratama regarding motivation, compensation, and employee performance obtained through questionnaires and direct interviews with employees who are respondents in this study. In addition to primary data, researchers also used secondary data in the form of literature books and scientific journals as well as official documents from companies.

The object of this research is 100 employees of the Assurance Technicians of PT. Adimas Cipta Karya Pratama. The technicians are scattered in every part of the Bandung Raya area. According to Uma Sekaran (2013) sampling is the process of selecting elements in an adequate and appropriate number from the population, so that sample research and an understanding of traits or characteristics allow us to generalize about traits or characteristics such as population elements. The sampling technique used is saturated sampling or quota where each population is sampled. With this sampling technique, the questionnaire was distributed to all Assurance Technicians at PT Adimas Cipta Karya Pratama. The data analysis technique used in this research is multiple regression data analysis techniques.

According to Malhotra (2004) regression analysis is a statistical procedure for analyzing the relationship between the dependent variable and the independent variable. If there are two or more independent variables, multiple linear regression analysis is used.

#### IV. Results and Discussion

Result from validity and reliability test based on the Pearson Product Moment formula, using software SPSS 20, it was found that all statement items on the questionnaire were valid and reliable with the acquisition of r-table values (0.213) and critical point values (0.600). Classic assumption test was taken multicollinearity, normality, autocorrelation and heteroscedity, and the result shown the normality test shows that all samples can be used to carry out the normality test, there is no multicollinearity between the independent variables used in this study, the regression model used is free from autocorrelation disorders, and the data does not experience heteroscedasticity symptoms, because the data points are spread out and are below the number 0. Multiple regression test result in this study can be seen in Table

**Table 2.** Multiple Regression Test Results  
ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4701,022	2	2350,511	93,068	,000 <sup>b</sup>
Residual	1995,222	79	25,256		
Total	6696,244	81			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Motivasi, Kompensasi

With a value of  $\alpha$  0.05, numerator 2, and denominator 79, then the value of  $F_{\alpha}(N)(D)$  is 3.112. Meanwhile, based on the Anova test, it was found that  $F_{count}$  was 93.068 which means it was greater than  $F_{table}$ , so it was decided to accept the hypothesis. The basis for decision making is also supported by significance values. Based on the calculations, a significance value of 0 is obtained which is smaller than 0.05. Based on the two results of these calculations, it can be concluded that compensation and motivation simultaneously have a positive and significant effect on employee performance

The coefficient of determination in essence is to measure the model's ability to explain the dependent variable. An  $R^2$  (R square) value that is close to one means that the independent variable provides almost all the information needed to predict the dependent variables. In this connection, the calculation results of the coefficient of determination are presented in Table 3.

**Table 3.** Test Results of the Coefficient of Determination  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	a	,838	,702	,694	5,026
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a. Predictors: (Constant), Motivation, Compensation.

(Source : Questionnaire 2020 Run By SPSS Ver 20)

Based on the output above, it is known that the R Square value is 0.702, this means that the effect of the Compensation (X1) and Motivation (X2) variables simultaneously on the Performance Variable (Y) is 70.2%. the remaining effect of 29.8% is caused by other variables outside the study.

**Table 4.** t-test Results  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Beta	Tolerance
1 (Constant)	3.701	3.667		1.009	.316		
1 Compensation	-.012	.108	-.009	-.111	.912	.567	1.763
1 Motivation	.694	.067	.844	10.347	.000	.567	1.763

(Source : Questionnaire 2020 Run By SPSS Ver 20)

a. Partial Hypothesis Testing Compensation (X1)

Based on the significant value of the SPSS output, the confidence level used is 95%,  $\alpha = 0.05$ . If the value is sig.  $< 0.05$ , the independent variable has a significant effect on the dependent variable. if sig.  $> 0.05$ , the independent variable has no effect on the dependent variable. Then the t-table formula is as follows:  $t(\alpha / 2; n-k-1) = (0.05 / 2; 82-2-1) = (0.025; 79)$ , so that the t-table value is 1.990.

From the results of the multiple regression analysis, the t-count value is  $-0.111 < t$ -table of 1.990 and a significance value of 0.912 is bigger than significance level of 0.05. So it can be concluded that the compensation (X1) has no significant effect and the value of t-count is negative, which shows that compensation does not affect employee performance.

b. Partial Hypothesis Testing Motivation (X2)

Based on the significant value of the SPSS output, the confidence level used is 95%,  $\alpha = 0.05$ . If the value is sig.  $< 0.05$ , the independent variable has a significant effect on the dependent variable. if sig.  $> 0.05$ , the independent variable has no effect on the dependent variable. Then the t-table formula is as follows:  $t(\alpha / 2; n-k-1) = (0.05 / 2; 82-2-1) = (0.025; 79)$ , so that the t-table value is 1.990.

From the results of the multiple regression analysis, the t-count value is  $10,347 > t$ -table is 1,990 and a significance value of 0.000 is lower than a significance level of 0.05. So it can be concluded that motivation (X2) has a significant effect on employee performance (Y). A positive t-value indicates that the work environment has a direct relationship with employee performance, which means that the better the motivation, the better the employee's performance.

## V. Conclusions

Based on the results of the analysis of data processing in this study, some conclusions can be summarized as follows:

1. Compensation and motivation simultaneously have a positive and significant effect on employee performance. So that the high and low levels of performance that occur at PT.Adimas Cipta Karya Pratama are a result of the high and low levels of compensation and motivation
2. Compensation has a negative and non significant effect on employee performance at PT. Adimas Cipta Karya Pratama, That is, high or low compensation values will not affect the level of performance of employees at PT.Adimas Cipta Karya Pratama.
3. Motivation has a positive and significant effect on employee performance at PT. Adimas Cipta Karya Pratama, this is evidenced by the results of regression analysis and it can be concluded that the second hypothesis is accepted. The high performance of an employee can be helped by motivation by the company so that it affects the expected performance of the employee. Motivation given to employees should be maintained or added by PT Adimas Cipta Karya Pratama so that employees can improve their performance even better.

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