


The Effect Of Work Motivation And Compensation On Employee Performance At Company XYZ

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Article Info	ABSTRACT
<p>Keywords: Work Motivation, Compensation, Employee Performance</p>	<p>Currently infrastructure companies are growing rapidly. However, at PT. XYZ experienced a decrease in gross profit which caused a loss. This is of course related to its Human Resources (HR), therefore companies really need quality and good and responsible Human Resources (HR), as they are inseparable to the factors driving employee motivation and the rewards offered to employees, both of which determine their performance. The present study strives to identify how work motivation and compensation impact employee performance at PT XYZ. This investigation employs a quantitative research, specifically a descriptive type. The target population consists of all employees at XYZ company, which totaled 200 employees. The saturation technique is used to select the sample, encompassing the entire population taken, namely a total of 200 employees. The obtained data is subsequently analyzed employing the SPSS software. The analytical procedures performed include data transformation with MSI, classic assumption testing, hypothesis testing, and determination coefficient analysis. The findings state that Work Motivation (X1) remarkably impacts Employee Performance (Y), Compensation (X2) remarkably impacts Employee Performance (Y), whereas Work Motivation and Compensation have a combined impact on the level of Employee Performance (Y).</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Tsaniya Nurul Rizkya Dewi Faculty of Communication and Business, Telkom University bachruddinsaleh@telkomuniversity.ac.id</p>

INTRODUCTION

In the age of globalization, the paramount importance of robust human capital cannot be disregarded in light of the current century. Organizations or corporations will encounter a more intricate and extensive form of competition characterized by variation, significance, and magnitude that may not have been previously encountered (Hartono, 2021). This necessitates the presence of resilient individuals within these organizations who possess the ability to swiftly adjust to any occurring changes that may arise. These individuals should be willing to embrace novel approaches to their work through the mastery of new skills and tasks. Seeing the development of infrastructure run by the government, construction companies currently have projects that are run jointly or alone. The government's decision to carry out this development will make construction companies play an active role in participating in infrastructure development. It can be seen from the construction of Mass Rapid Transit, Light Rail Transit, Toll Roads and Flyovers (Ali, 2016).

In the midst of the current condition of large projects related to infrastructure development, one of the state companies or often referred to as BUMN (State-Owned Enterprises) experienced an increase in net profit of IDR 230.05 billion. The company's net profit increased 7.56 percent compared to the corresponding period the previous year, amounting to IDR 213.88 billion. However, PT XYZ's gross profit decreased by 15.68 percent to IDR 228.05 billion in 2022 from IDR 270.48 billion in 2021. Then, the company's assets worth IDR 5.42 trillion until the end of 2022 also decreased from the end of last year of IDR 5.97trn. PT XYZ's liabilities decreased by IDR 710bn from the previous year, amounting to IDR 2.88 trillion by the end of 2022. Meanwhile, the company's equity was recorded at IDR 2.54 trillion until the end of 2022, an increase from the end of last year of IDR 2.38 trillion. At the close of stock trading on Friday, March 10, 2023, PT XYZ's shares rose 5.97 percent to IDR 142 per share. PT XYZ shares opened stagnant at IDR 134. PT XYZ's shares were at a high of IDR 145 and a low of IDR 142 per share. The total trading frequency was 4,414 times with a trading volume of 274,376 lots of shares. Transaction value of IDR 3.9 billion (Elga, 2023).

From the increase in net profit in the company, the company of course still has to have an in-depth review from the company's management. Moreover, company XYZ still experienced a decline in gross profit. With this loss, it is certainly a decrease in the performance of the company. So the review can be to employees of the company, can review the causes of decreased performance, or even the impact of this decrease in performance on employees. The concern of employees from losses usually lies in their compensation which will get adjustments, if that happens there will also be a decrease in employee work motivation.

Though labor or employees are the most valuable human resources for a company, because a company depends on these workers (Harahap, 2016). The company must be aware of this and therefore the company must obtain a workforce that is in accordance with the qualifications applied by the company. With the intention that a company can accomplish the objectives that have been established beforehand. Human resources in a company are very valuable assets that must be maintained and developed, so that it can make an optimal contribution to the sustainability of the company or institution itself.

The situation creates human resources as assets that must be improved in performance. To attain this objective, the organization must establish circumstances conducive to motivation and allow comfort to foster the development and optimization of possessed abilities and skills. One of the efforts that can be adopted by the company to achieve these conditions is by offering appropriate compensation. The significance of compensation as a gauge of job satisfaction is challenging to quantify due to the employees' perception on monetary or tangible reinforcements appearing highly subjective and potentially industry-typical, but, the existence of allegations or unfairness provisioning of payments or remuneration is a source of discontent among employees towards compensation, subsequently resulting in conflicts and significantly diminished the morale of the employees.

In order to accomplish this objective, the crucial responsibility of the manager is paramount. To compel individuals to align with the desires of the corporation, it is essential

to acknowledge that human motivation determines individuals' behaviours to work, or in alternative terms, behavior is the most basic manifestation of motivation. Therefore, motivation is commonly perceived as a primary catalyst for an individual's action. Any action undertaken by an individual must possess an impetus that encourages the activity. The prosperity of a corporation can be measured by its capacity to enhance employee performance, by seeing their motivation and drive to work to the best of their ability, with the aim of attaining the highest company objectives. By employing proper incentives and compensations, combined with work motivation, employees can effectively exert their competences, capabilities, and proficiencies, while adhering to company regulations, to make their performance better and able to provide optimal results for the company.

Literature Review

Work Motivation

According to Sumardjo and Priansa, work motivation is a behavior and factor that influences personnel to behave towards their work (Priansa, 2018: 142). Mangkunegara defined motivation as a state that propels personnel to effectively attain the objectives of their incentives (Mangkunegara, 2017: 93). Meanwhile, in Fahmi's view, motivation can be described as a behavioral process that operates to fulfill the toppreferred necessities (Fahmi, 2017: 100). Motivation represents the basic catalyst for a person to achieve his goals (Mudofi & Ayuningtias, 2020).

Motivation is formed from human needs and basically a person must first know what is wanted and needed so that later can set a plan to achieve it. Human beings strive to satisfy their needs and they understand that in order to fulfill those goals there must be a very strong desire to achieve them. In achieving these goals, an effort is needed in developing knowledge, skills, expertise, and abilities to achieve them. If the effort is successful, then the need will become less strong and the motivation that exists in a person (Usmara, 2020: 47).

According to Maslow in Handayani, Haryono, and Fauziah (2020) suggests that humans have 5 (five) dimensions of levels of needs, where at each level (hierarchy) will be obtained if they have gone through the level below and so on. The dimensions of motivation are as follows (Handayani et al., 2020: 47):

1. Physiological Needs are needs such as: breathing, physical protection, the need to eat and drink. These needs are those that are at the lowest level or the most basic level.
2. Safety Needs are needs such as: protection from danger, opposition, threats, and the surroundings, encompassing both the physical realm as well towards their mental, psychological, and cognitive welfare.
3. Social needs are the necessity for a sense of belonging where individuals yearn for the opportunity to interact, be embraced within a group and experience emotions of affection and reciprocal affection.
4. Esteem needs are needs such as: desires to be valued and respected by people.
5. Self-Actualization Needs are the desire such as: to utilize skills, potentials, abilities, needs in giving judgment and criticism of something and the need to argue by expressing ideas.

Compensation

Hasibuan argues that compensation refers to any monetary or material benefits received by individuals as remuneration for their services rendered to an organization (Hasibuan, 2017: 119). The implementation of a proficient remuneration system plays a crucial role in the management of human resources because it aids in the attraction and retention of skilled employees. Furthermore, the remuneration system adopted by a company influences its strategic performance.

Ganyang explained that compensation refers to all remuneration that individuals are provided with in exchange for the services related to the results of their work given to the company in a certain period (Ganyang, 2018: 93). Compensation within the general sense can be understood as various things that can be accepted by an employee. The compensation is not limited to the salary received by an employee, but can be in the form of various benefits provided by the company (Moedasir, 2022).

According to Elmi, the compensation dimension is grouped into direct financial compensation and indirect compensation given to transportation employees, the compensation provided includes the following (Elmi, 2018: 93):

1. Direct Compensation, paid on a fixed time basis.
 - a. A salary is a sum of money paid to each employee every month or week, in return for the work the employee has done.
 - b. An incentive is a sum of money paid to employees, in return based on their individual performance skills.
 - c. A bonus is a sum of money paid to an employee, in exchange for increased work performance.
2. Indirect compensation is compensation outside the basic salary.
 - a. Benefits are remuneration paid for improving employee welfare in addition to wages or salaries, such as health costs, insurance and pensions.
 - b. Insurance is a guarantee offered by companies for the safety and security of employees while working in a company, such as life insurance, health insurance, accident insurance.
 - c. Leave is a situation when a company allows its employees to be absent from work for a certain period of time, such as annual leave, major leave, sick leave, maternity leave, personal or urgent leave, joint leave and paid leave.
 - d. Work Facilities are everything that employees enjoy and feel for a sense of comfort when working to improve employee performance in achieving company goals such as, training, rewards or rewards, adequate work tools such as computers, stationery, telephones, tables, chairs and others as well as places of worship, canteens, health facilities.

Employee Performance

An employee's performance is a person's achievement of the company in completing his work (Asfihan, 2022). Employee performance is an important determinant in the company's operational activities. The better the performance of an employee will have a direct correlation with the performance of the company. Employee performance measurement is

intended so that there is an evaluation of the performance carried out by the employee in the previous period. The evaluation carried out is based on existing data and facts. The result is that employee performance will provide identification of employee abilities based on their duties and functions in the company organization.

Edison defines performance as the outcome of a procedure that is referred to and measured over a specific timeframe according to pre-established conditions or arrangements (Edison et al., 2016: 190). As per Mangkunegara, the word performance is derived from the phrase job performance or actual performance, which means work feats or tangible accomplishments achieved by an individual (Mangkunegara, 2017). Conceptually, according to Mangkunegara, the concept refers to the qualitative and quantitative outcomes of an employee's work, as they fulfill their assigned responsibilities.

In accordance with Kasmir, to measure employee performance, several measuring instruments can be used, including (Kasmir, 2016: 208):

1. Quality performance measurement can be done by looking at the quality of the work produced by a process, where the results of the process can be assessed perfectly.
2. Quantity performance measurement can be done by looking at the quantity (quantity) or quantity produced by a person. Quantity can be indicated in units of currency, number of units, or number of cycles of work that can be completed.
3. The determination of the time for performance measurement can be done with time provisions on a job. Certain jobs may be given a deadline for completion. So, if the time requirements are not met, then performance can be considered poor and vice versa.
4. The cost-effectiveness of performance measurement can be done by setting a cost budget that will be incurred by the company. The company can calculate the costs incurred for each work or company activity. If the cost expenditure exceeds the predetermined cost budget limit, there will be waste, so that performance can be considered poor and vice versa.
5. Supervision of performance measurement can be done by supervising the leadership of its employees. With supervision, 39 employees will feel more responsible with their work, so as to produce good performance.
6. Relationships between employees, performance measurement can be done by looking at the behavior of cooperation or harmony between leaders and employees. This behavior can also be observed in the interpersonal dynamics between staffs. This relationship can be built by developing feelings of mutual respect and respect or it can also be built by cooperative and supportive behavior.

Frame of Mind

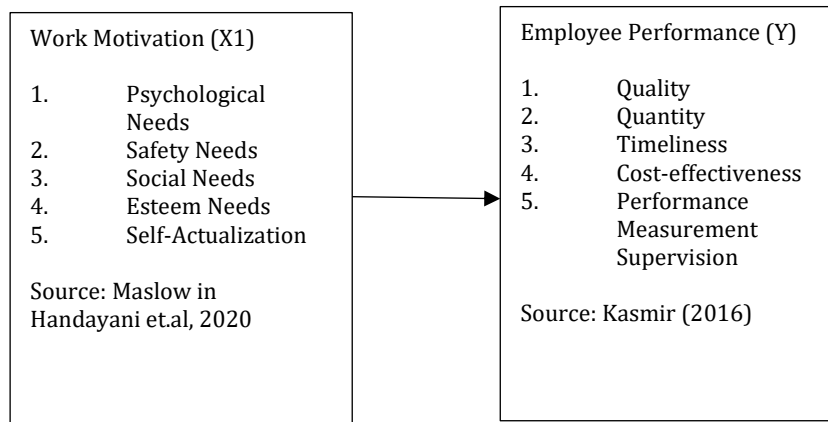


Figure 2. 1 Framework of Thought
 Source: Research Data (2023)

Research Hypothesis

- H1: There is a statistically substantial correlation between work motivation and employee performance in XYZ company.
- H2: There is a statistically substantial exerted by compensation on the performance of employees of XYZ company
- H3: The variables of work motivation and compensation collectively have an effect on the employee performance of XYZ company.

METHOD

This research employed a quantitative research approach with a descriptive type. This present study was assisted by the SPSS application. Quantitative research emphasizes on testing theory through measuring research variables with numbers and conducting data analysis with statistical procedures. This study uses a deductive approach that aims to test hypotheses. The target population for this study consisted of XYZ company employees which amounts to 200 employees. And the sample for this study encompassed the entire population taken, namely employees of company XYZ with a total of 200.

RESULT AND DISCUSSION

Descriptive Analysis Results

- a. The findings from the descriptive analysis of the variable Work Motivation (X1) indicate that 78.15% fall within the Good category on the continuum line.
- b. The findings from the descriptive analysis of the variable Compensation (X2) indicate that 80.69% fall within the Good category on the continuum line.
- c. The findings from the descriptive analysis of the variable Employee Performance (Y) indicate that 86.76% fall within the Very Good category on the continuum line.

Classical Assumption Test
 Normality Test

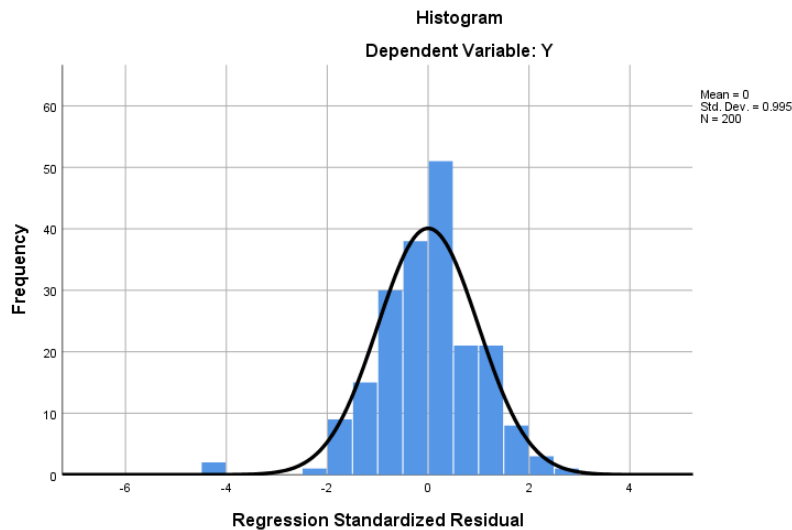


Figure 4. 1 Normality Assessment Histogram Chart

Taking cues from the figure above, it can be inferred that the overall data used to measure the Employee Performance variable has passed the normal test or the data is declared to conform to a normal distribution. This is evident from the histogram representation that forms a bell pattern or symmetrical.

The normality test is also carried out by examining the distribution the data distribution along the diagonal line of the P-Plot as shown below.

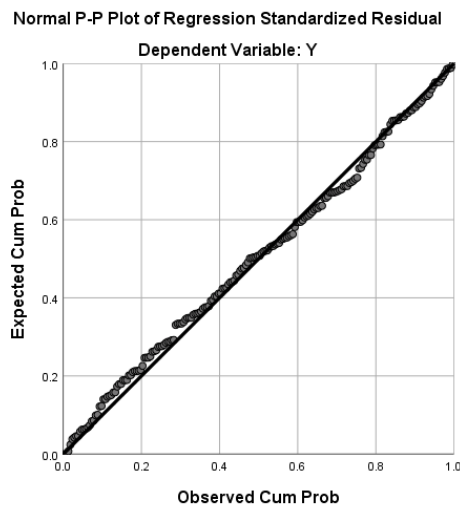


Figure 4. 2 Normal Probability Plot

Based on Figure 4.2, it is evident that the points disperse symmetrically along the diagonal line and align with its direction. Therefore, it may be asserted that the data is normally distributed. To further ensure the accuracy of the data obtained, in addition to using P-Plot, a normality assessment was also conducted through the Kolmogorov-Smirnov test

where using a significance level of 0.05. If the test statistic is greater than 0.05, the data is declared normal. The results are as follows.

Table 4. 1 Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov test		
		Unstandardized Residual
N		200
Normal Parameters	Mean	.0000000
	Std. Deviation	4.93476084
Most Extreme Differences	Absolute	.045
	Positive	.045
	Neagtive	.046
Tes Statistic		.046
Asymp. Sig. (2-tailed)		.200 ^{cd}

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

From Table 4.1, it is evident that the outcomes of the Kolmogorov-Smirnov test show significant values greater than 0.05 ($0.200 > 0.05$), thus confirming the normal distribution of the data.

Multicollinearity Assessment

Table 4. 2 Multicollinearity Test

Model		Coefficients ⁰				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients		tolerance	VIF
		B	Std. Error	Beta	t		
1	(Constant)	21.782	2.929		7.436	.000	
	X1	.609	.119	.464	5.102	.000	.384 2.602
	X2	.201	.104	.175	1.929	.055	.384 2.602

a. Dependent Variabel: Y

Based on the data presented in the aforementioned table, it is evident that the VIF value falls below the threshold of 10 ($2.602 < 10$) and the tolerance determined to be 0.384, surpassing the minimum acceptance value of 0.1. Consequently, the inference drawn from this analysis is that there is an absence of multicolonicity problem in this study.

Heteroscedasticity Assessment

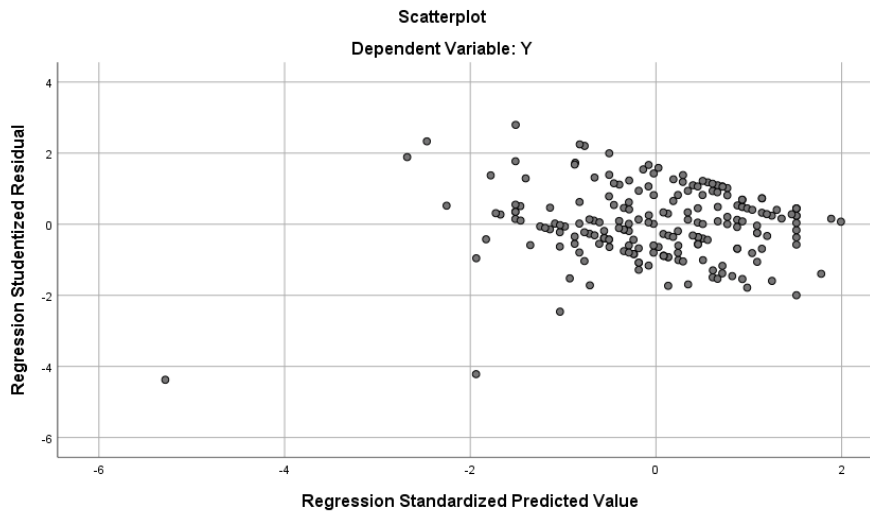


Figure 4. 3 Heteroscedasticity Test

From the depicted graph, it is apparent that the dots exhibit no distinct arrangement and are evenly dispersed both above and below the value 0 on the Y axis. Therefore, it can be inferred that there is an absence of heteroscedasticity in this study.

Autocorrelation Test

Table 4. 3 Autocorrelation Assessment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.611 ^a	.374	.367	4.960	2.121

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

c. Dependent Variable: Employee Performance

Taking cues from the figure above, the Durbin-Watson (d) value is observed to be 2.121. Meanwhile, from the DW table with a significance of 0.005 and the given number of data points (n) = 200, and number of independent variables (k) = 2, a dL value of 2.2517 and a dU of 2.2113 was obtained. Because $dU < d < 4 - dU$ ($2.2113 < 2.121 < 2.2113$), it can be concluded that there is no presence of autocorrelation in the regression model being investigated.

Multiple Linear Regression Analytical Assessment

Table 4. 4 Multiple Linear Regression Analytical Assessment

Model		Coefficients ⁰				Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients		tolerance	VIF
		B	Std. Error	Beta	t		
1	(Constant)	21.782	2.929		7.436	.000	

X1	.609	.119	.464	5.102	.000	.384	2.602
X2	.201	.104	.175	1.929	.055	.384	2.602

a. Dependent Variabel: Y

Taking cues from the tabulated data above, the results of the regression coefficient are attained, leading to the formulation of the corresponding equation as follows:

$$Y = 21.782 + 0.609 X1 + 0.201X2$$

The equation of multiple linear regression can be determined as stated below:

- The constant value of 21,782 indicates that when both quality of quality of service (X1) and product quality (X2) are absent, then the consistent value of customer satisfaction (Y) is 21,782.
- The positive regression coefficient value of X1 at at 0.609 means that X1 has a positive correlation with Y and every addition of one unit of service quality (X1) will increase customer satisfaction (Y) by 60.9%.
- The positive regression coefficient value of X2 at 0.201 means that X2 has a positive correlation with Y and every addition of one unit of product quality (X2) will increase customer satisfaction (Y) by 20.1%.

Test the hypothesis

Test t

Table 4. 5 t Assessment

Model		Coefficients ⁰		t	Sig	Collinearity Statistics	
		Unstandardized Coefficients	Standardized Coefficients			tolerance	VIF
		B	Std. Error				
1	(Constant)	21.782	2.929	7.436	.000		
	X1	.609	.119	.464	5.102	.000	.384 2.602
	X2	.201	.104	.175	1.929	.055	.384 2.602

b. Dependent Variabel: Y

The carried out t test is a two-way test, so the table t used is (/2: df) = (0.025: 396) then the table t value is α1.649. Below is the result of the description of the t test:

- 1. Work Motivation (X1)**
 For the variable Work Motivation (X1) obtained t calculate $5.102 > 1.649$ with a significance value of 0.000 which is less than the alpha level of 0.05. Consequently, it is deduced that the null hypothesis is rejected, and the alternative hypothesis is approved, affirming the presence of a significant and partial influence of work motivation on Employee Performance at XYZ Company.
- 2. Compensation (X2)**
 Regarding the variable of Compensation (X2), the calculated t value is $1.929 > 1.649$ and the p-value of 0.055 is less than the alpha level of 0.05. Consequently, it is deduced that the null hypothesis is rejected, and the alternative hypothesis is approved, affirming

the presence of a significant and partial influence of compensation on Employee Performance at XYZ Company.

F Assessment

Table 4. 6 F Assessment

		ANOVA				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2892.374	2	1446.187	58.790	.000 ^b
	Residual	4846.021	197	24.599		
	Total	7738.395	199			

- Dependent Variable: Y
- Predictors: (Constant), X2, X1

Taking the cues from the F test analysis, the obtained F value is 58,790 at a significance level of 0.000. Then, it can be inferred that the calculated F value is greater than the F table value of 1.430, and the significance level of 0.000 is less than the predetermined level of 0.050. Consequently, the null hypothesis can be declined, and the alternative hypothesis can be approved. This indicates that there is a significant impact of work motivation and compensation on the performance of employees at XYZ Company.

Results of the Coefficient of Determination

Table 4. 7 Coefficient of Determination

Model Summary ^b					
Model	R	R Sqaure	Adjusted R Square	Std. Error of the Estimate	
1	.611 ^a	.374	.367	4.95975	

- Predictors: (Constant), X2, X1
- Dependent Variable: Y

Based on the table data above describes R of 0.611 and () 0.374. This value serves to assess the impact of R²work motivation and compensation on Employee Performance. The calculation uses the formula below:

$$\begin{aligned}
 Kd &= r^2 \times 100\% \\
 &= (0,611)^2 \times 100\% \\
 &= 0,373 \times 100\% \\
 &= 37,3 \%
 \end{aligned}$$

The R-squared value derived from the computed results is 37.3%, so it is confirmed that work motivation and compensation variables have a significant impact on employee performance. However, it is worth noting that 62.7% of the variance in employee performance can be attributed to other factors not considered in this research.

CONCLUSION

Drawing from the findings and discussion in the previous chapter regarding the effect of work motivation and compensation on employee performance at XYZ Company, the ensuing assertions can be made on the problems that have been formulated in this investigation

findings that from the descriptive analysis of the variable Work Motivation (X1) using a sample size of 200 participants and 10 statements indicate that 78.15% fall within the Good category on the continuum line. The findings from the descriptive analysis of the variable Compensation (X2) using a sample size of 200 participants and 8 statements indicate that 80.69% fall within the Good category on the continuum line. The findings from the descriptive analysis of the variable Employee Performance (Y) using a sample size of 200 participants and 12 statements indicate that 86.76% fall within the Very Good category on the continuum line. For the variable Work Motivation (X1) obtained t calculate $5.102 > 1.649$ with a significance value of 0.000 which is less than the alpha level of 0.05. Consequently, it is deduced that the null hypothesis is rejected, and the alternative hypothesis is approved, affirming the presence of a significant and partial influence of work motivation on Employee Performance at XYZ Company. Regarding the variable of Compensation (X2), the calculated t value is $1.929 > 1.649$ and the p -value of 0.055 is less than the alpha level of 0.05. Consequently, it is deduced that the null hypothesis is rejected, and the alternative hypothesis is approved, affirming the presence of a significant and partial influence of compensation on Employee Performance at XYZ Company. Based on the findings of a multiple linear regression analysis, the variables of work motivation and compensation have a positive or unidirectional influence on the performance of employees in XYZ Company. This implies that enhancing service quality and product quality would result in an increase in customer satisfaction. Taking the cues from the F test analysis, the obtained F value is 58,790 at a significance level of 0.000. Then, it can be inferred that the calculated F value is greater than the F table value of 1.430, and the significance level of 0.000 is less than the predetermined level of 0.050. Consequently, the null hypothesis can be declined, and the alternative hypothesis can be approved. This indicates that there is a significant impact of work motivation and compensation on the performance of employees at XYZ Company. This study explains how the impact of work motivation and compensation on the performance of XYZ Company, therefore, for further research researchers advise to: Research with similar objects but using different variables that were not investigated in this particular research. Conduct research with different objects or companies but use variables so that they can be used as comparisons. Conducting research with the same variables, using the theories of different experts, so as to add insight related to these variables.

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