

Effect of Compensation, Motivation and Work Discipline on Employee Performance in SETIGI Tourism Sekapuk Ujungpangkah

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Abstract

Human resource management is the relationship and role of human Learn about a field in organizational management in a company. Humans in every activity of the organization have an important and play an active role, namely as a designer, as an implementer, and as a determinant in realizing organizational goals. The purpose of this study is to partially analyze the effect of compensation, related to motivation and work discipline on the performance of employees in the tourism sector in Setigi Village, Sekapuk Ujungpangkah District, Gresik Regency. For the method, this research used by the researcher is a quantitative method. then for the analysis technique used by the researcher is multiple linear regression analysis with SPSS version 22 program. For the sample used in this study amounted to 50 respondents. Collecting data using a Likert scale questionnaire. The results of this study are showing that the compensation variable with a significance value of 0.030 while the motivation variable with a significance value of 0.088 and work discipline with the highest significance value of 0.683. It also shows that the value of the three independent variables is greater than 0.05. Therefore, it can be concluded that all of these variables have no significant effect on the performance of employees in the tourism sector in Setigi Village, Sekapuk Subdistrict, Ujungpangkah, Gresik Regency.

Keywords: *Compensation, Motivation, Discipline, Performance*

1. Introduction

Human resources (HR) is an important asset in an organization which must be created as well as maintained. According to Hasibuan (2020:10), human resources are defined as the art of regulating or managing the relationship between the roles of the workforce so that an effective work system can be formed, and can realize the goals or activities of the company. Where when the existing resources can be effective and efficient, then the goal will be achieved.

One of the natural tourist attractions, namely SETIGI Tourism (Setyo Tirta Giri) is one of the natural tourist attractions located in Sekapuk Village, Ujungpangkah District, Gresik Regency. SETIGI nature tourism has a form of management which in this case is managed directly by the residents and the Sekapuk village government where the Gosari nature tourism provides many advantages including being able to open new jobs, increase village income and make Sekapuk village nature tourism better known in the general public. This SETIGI tour is a tour formed from the use of former limestone quarries, and was officially opened and introduced to the general public on January 1, 2020. On the other hand, researchers also found several problems with SETIGI tourism management, including the provision of compensation that did not match the wrong time. So that employees are not satisfied with the service. In addition, time management is less effective in managing rest periods so that employees are less enthusiastic about work and due to a lack of employee motivation both from themselves and from colleagues. Also, it is often found that employees do not come to work without permission and come in late.

According to Sinambela (2019: 218), compensation is different from wages or salaries, because the concept of compensation is different from the concept of salary. Based on the results of an interview with Mr. Effendi as the Manager of SETIGI nature tourism, according to him, the compensation provided by the manager to employees is in the form of overtime pay, rank, assignments, and there are also allowances such as meals, employee health, allowances for family and old age allowances. In addition to allowances, the SETIGI Nature Tourism manager and related parties have determined the amount of salary that is considered to be in accordance with the agreement. In this case, the compensation data for 2021 is also accompanied by the following:

Table 1 SETIGI Tourism Compensation Data

No	Information	Condition		Rule	Field Condition
		Well	Bad		

1	Basic salary	√		According to Group, Type of Work.	Already appropriae
2	Health benefits	√		BPJS Membership	Already appropriae
3	Holiday allowance	√		Get 1X salary	Already appropriae
4	Pension	√		Collected for retirement funds	Already appropriae
5	Family Allowance	√		Earned every month	Already appropriae
6	Overtime Wage		√	In accordance with local regulations	Not suitable
7	Meal allowance	√		Daily company policy	Already appropriae

Based on the table above, it shows that the SETIGI Tourism manager has provided compensation which refers to company regulations based on Government Regulation Article 15 Number 35 of 2021 concerning Compensation which states that companies are obliged to provide workers with money or compensation at the end of the PKTW (Specific Time Work Agreement). Compensation money is given to workers who have worked for at least 1 month. The management of SETIGI Tourism has also set the following compensation expected by employees in terms of basic salary, allowances and meal allowances that are in accordance with the rules that have been put in place. The overtime pay itself has not been applied because of the distribution of 2 shifts for employees, namely the morning shift from 08.00 to 16.00 and the night shift from 16.00 to 21.00.

According to Farida, Umi and Hartono, Sri (2016:24) that motivation comes from a movere word which is defined to move or encourage so that motivation in the scope of management is only in human resources, namely managers and subordinates. Motivation also questions how to direct the power and potential of subordinates, so that they are willing to work together productively and succeed in realizing the goals that have been set previously. SETIGI Tourism continues to improve performance motivation, one of which is by providing promotions by targeting 15% of employees in each division. The following is Table 2 of employee motivation data promoted at SETIGI Tourism, as follows:

Table 2 Number of Employees Promoted in 2021

Motivation Data (Promoted Employees)		
Employees Serving Structural (2020-2021)	Number of employees (2020-2021)	Percen tage
6	50	12%

Based on the results from Table 2 provided by SETIGI tour, there were 6 employees who were successfully promoted to supervisors and for employees in 2020-2021 there were 50 people. It can be concluded that the percentage in this case is 12% and has not reached the target that has been determined in one division, which is 15% of what should have been set according to company rules based on Sekapuk Village Regulation (BUMDes) Number 06 of 2018 concerning the implementation of the employee work motivation system, which states that the company will set for the number of promotions or promotions in each division of 15% per year.

According to Sinambela (2019: 334), Discipline is the ability of a person to perform regularly, diligently continuously and work according to the rules set by not violating the rules that have been given. SETIGI Tourism has implementing rules in employee discipline. As stated by Mr. Effendi as the manager of Setigi Nature Tourism, namely as follows, working hours start at 08.00-17.00 WIB for those on the morning shift, working hours are at 21.00-08.00 WIB for night shift employees, for alternate breaks from 12.00 - 13.00 and 13.00-14.00 WIB for morning shift employees, then for holiday allowances for a month, namely 4 times, which is divided once a week and available on weekends (Friday-Sunday and also on Red Days). There is a salary deduction if you do not come to work without notification, each unit is obliged to

resolve problems and consult with the unit coordinator for internal discussions before resolving the above. All work results of unit employees and coordinators will be reported to the manager and will be followed up by management. All employees must comply with applicable regulations if they violate these provisions, there will be separate consequences for those who violate.

Table 3 Data on the Delay of SETIGI Tourism Employees in Sekapuk Ujungpangkah Village, Gresik Regency in June 2021 to December 2021

Month	Amount Employee (Person)	Late (People)	Level Lateness (%)
June	50	4	8,00%
July	50	7	14,00%
Agustust	50	2	4,00 %
September	50	11	22,00%
October	50	3	6,00 %
November	50	6	12,00%
Desember	50	9	18,00%

Based on table 3, it can be seen that many SETIGI Tourism employees in Sekapuk Ujungpangkah Village, Gresik Regency who are late with the percentage rate of delay, namely in June by 8.00% in July, increasing by 14.00% in August, decreasing by 4.00% in September increased by 22.00% in October decreased by 6.00% in November increased by 12.00% and in December increased by 18.00%.

According to Sinambela (2019: 480), performance is defined as the ability of employees to perform certain skills. SETIGI Tourism makes efforts to improve employee performance, namely by monitoring the performance of its employees. Based on the results of interviews conducted with Ms. Iis Lila Hayati as marketing supervisor, she provides performance appraisals to her employees by giving each employee a separate rating. The following grouping is divided into 4 levels:

Table 4 SETIGI Tourism Employee Performance Assessment Data Sekapuk Village During 2021

NO	Performance Employee	Amount Employee	Performance assessment Employee
1	Employee (potential)	14	288-300
2	Employee (Optimal)	27	301-305
3	Employee Very Potential	6	305-327
4	Employee No Potential	3	0
Total			50

Based on table 4, it can be seen that the SETIGI Tourism employee performance appraisal has 14 potential employees, optimal employees are 27 people, while very potential employees are only 6 people, and employees who do not have talent in doing work are only 3 people.

This has a significant impact on employee performance compensation, with the performance data attached above, that if all employees have potential then the performance of employees at SETIGI Tourism will increase more than before, considering that salaries or wages are given equally between employees who have potential, very potential or not. This also has an impact on employee performance motivation, namely employees who have potential, are more likely to work harder on their performance than employees who do not have potential in their performance. And this also has a significant impact on employee performance discipline because usually employees who do not have potential tend to be more lazy about their responsibilities because their responsibilities for their work are not as heavy as employees who have potential. This is certainly very detrimental for the agency or the tourism itself.

Based on the description of the background above, the researchers conducted a study entitled "The Effect of Compensation, Motivation and Work Discipline on the Performance Employees in SETIGI Tourism Sekapuk Ujungpangkah Village"

Compensation.

According to Khair (2017:36), compensation is one of the most important factors in an organization or company. Compensation can also replace service contributions that have been provided to employees by the company.

Motivation.

According to Rivai & Sagala (2009) explains that motivation is a set of attitudes and values and norms that are very influential on individuals in doing their jobs.

Work Discipline.

According to Sinambela (2019:334) compliance with rules or orders is determined by the organization. Furthermore, discipline is a process which is used to deal with problems that exist in the work performance of employees, this method will involve managers or superiors in communicating and identifying work problems on the performance of their employees.

Performance.

According to Sinambela (2019: 480), said that performance is defined as the ability of employees to perform certain skills. Performance is very necessary, because with this performance it will be known how far their ability to carry out the tasks assigned to them will be.

2. Method

The approach used in this study is a quantitative approach by using methods to examine certain populations or samples, quantitative data analysis is carried out by collecting research instrument data to test the established hypotheses (Sugiyono, 2018: 35-36). The sampling method used is non-probability sampling, non-sampling is a technique that does not provide equal opportunities for members of the population to be selected as samples (Sugiyono, 2018; 122). In this study, the sample used was 50 respondents. This is based on the fact that the number of population used is small or not too large to be used as a sample so that researchers can examine all members of the population as a sample. In the data collection technique, the researcher used a questionnaire method (questionnaire) using a Likert Scale research instrument. As for the test instrument using validity and reliability tests. Then the researchers tested the classical assumptions, namely normality test, multicollinearity test and heteroscedasticity test. To test the hypothesis is only done partially, namely the t test. The data analysis technique used in this study also uses multiple linear regression techniques and multiple coefficients of determination because in this research the researcher uses more than one independent variable. The following is a multiple linear regression equation:

$$Y = a + b_1.X_1 + b_2.X_2 + b_3.X_3 + e$$

Information:

- Y : Bound Variable (Employee Performance).
- a : Constant Coefficient.
- b₁, b₂, b₃ : Variable Regression Coefficient.
- X : Free Variable (Compensation).
- X₂ : Free Variable (Motivation).
- X₃ : Free Variable (Discipline).
- e : Error.

3. Findings and Discussion

In table 4 below can be seen the results of respondents based on the gender of employees in this study:

Table 4 Gender

Gender	Number of people	Percentage (%)
Man	32	64
Woman	18	36
Total	50	100

Based on the table above, it is stated that the most dominant respondents in this study were male with a total of 32 respondents (64%), while the least was female with a total of 18 respondents (36%).

In table 5 below can be seen the results of respondents based on the age of employees in this study:

Table 5 Age

Age	Number of (people)	Percentage (%)
25 – 28 year	22	44
29 – 33 year	9	18
34 – 37 year	5	10
38 – 41 year	3	6
42 – 45 year	4	8
46 – 49 year	2	4
50 – 53 year	3	6
54 – 57 year	2	4
Total	50	100

Based on the table above, it is stated that the respondents in this study are on average aged 25-28. With the number of respondents as many as 22 people and the percentage reached 44%.

In table 6 below can be seen the results of respondents based on the level of education of employees in this study:

Table 6 Level of Education

Education	Number of (people)	Percentage (%)
SMA/SMK/MA	47	94
D3	2	4
S1 (Bachelor)	1	2
S2 (Master)	0	0
Total	50	100

Based on the table above, it is stated that the majority of respondents in this study are SMA/SMK/MA educated as many as 47 people with a percentage of 94%.

Test Instrument Data

the results of the instrument test using a validity test and a reliability test which uses the SPSS (Social Products Social Sciences) program which was carried out before conducting research.

Validity test

The validity test is a step to measure what should be measured in research (Sugiyono, 2018:121). A study is said to be valid if the results indicate the level of accuracy between a data that actually happened to the object to the data that has been collected by the researcher earlier. In this study also the validity test can use the help of the SPSS program by comparing the calculated r value with the r table value. If the calculated r value $>$ r table (r value is greater than the r table value) and is positive (+), then the data can be said to be valid (Ghozali, 2016: 53).

Table 7 Recapitulation of Research Instruments Validity Test Results

Variable	Item	Rhitung	r _{table}	Information
Compensation (X1)	X1			
	X1.1	0,680	0,278	Valid
	X1.2	0,791	0,278	Valid
	X1.3	0,904	0,278	Valid
	X1.4	0,852	0,278	Valid
Motivation (X2)	X2			
	X2.1	0,786	0,278	Valid
	X2.2	0,904	0,278	Valid
	X2.3	0,743	0,278	Valid
	X2.4	0,786	0,278	Valid
	X2.5	0,852	0,278	Valid
Discipline (X3)	X3			
	X3.1	0,472	0,278	Valid
	X3.2	0,933	0,278	Valid
	X3.3	0,609	0,278	Valid

	X3.4	0,821	0,278	Valid
Performance (Y)	Y1			
	Y1.1	0,739	0,278	Valid
	Y1.2	0,903	0,278	Valid
	Y1.3	0,824	0,278	Valid
	Y1.4	0,710	0,278	Valid
	Y1.5	0,863	0,278	Valid

Based on table 7 all variables obtained r count $>$ r table of 0.278. This means that all statement items from the independent variable and the dependent variable are proven valid.

Reliability Test

Reliability test is used to prove whether someone's answer to a given question is consistent or at least unstable from time to time. This test is also carried out only by conducting experiments using the instrument only once, then after the data is obtained from the analysis activities using certain techniques. In this study the technique used is also the Alpha Cronbach technique (α), which means that the instrument can be said to be reliable if it gives an alpha value $>$ 0.70 (Gozhali, 2017).

Table 8 Recapitulation of Research Instruments Reliability Test Results

Variable	Cronbach Alpha	Alpha	Information
Compensation (X1)	0,826	0,70	Reliabel
Motivation (X2)	0,871	0,70	Reliabel
Discipline (X3)	0,766	0,70	Reliabel
Performance (Y)	0,869	0,70	Reliabel

Based on table 8 shows that the Cronbach Alpha value of each variable is greater than 0.70. So it can be concluded that the measuring instrument used in this study is reliable and consistent indicators can be used at different times.

Classic assumption test

Normality test

Table 6 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,16331742
Most Extreme Differences	Absolute	,118
	Positive	,058
	Negative	-,118
Test Statistic		,118
Asymp. Sig. (2-tailed)		,078 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Based on table 6, it is known the value of Asymp. Sig (2-tailed) is table above, 0.078, greater than 0.05. So it can be concluded that the regression residual value in this study is normally distributed.

Multicollinearity Test

**Table 7 Multicollinearity Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	16,921	4,678		3,617	,001		
KOMPENSASI	,509	,227	,328	2,240	,030	,882	1,134
MOTIVASI	-,346	,198	-,313	-1,744	,088	,584	1,711
DISIPLIN	,126	,306	,074	,412	,683	,585	1,710

a. Dependent Variable: PERFORMANCE

Based on table 7, the tolerance value of the independent variables is greater than 0.10 and the VIF value of the independent variables is less than 10, namely compensation (1.134), motivation (1.711), and discipline (1.710), it is concluded that the regression model does not occur multicollinearity.

Heteroscedasticity Test

**Table 8 Heteroscedasticity Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	16,921	4,678		3,617	,001		
KOMPENSASI	,509	,227	,328	2,240	,030	,882	1,134
MOTIVASI	-,346	,198	-,313	-1,744	,088	,584	1,711
DISIPLIN	,126	,306	,074	,412	,683	,585	1,710

a. Dependent Variable: PERFORMANCE

Based on table 8, each independent variable, namely compensation (X1), motivation (X2), and discipline (X3) obtained a significant value, which is greater than alpha 5% or 0.05. This means that there is no heteroscedasticity problem in the three independent variables.

Data Analysis Techniques

Multiple Linear Analysis

Multiple linear regression test was used to determine the closeness of the effect of compensation (X1), motivation (X2), discipline (X3), and employee performance (Y) on Setigi tourism from the results of data processing using SPSS. So in the following table can be seen the multiple linear regression equation of the coefficient value:

**Table 9 Multiple Linear Test Results
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	16,921	4,678		3,617	,001
KOMPENSASI	,509	,227	,328	2,240	,030
MOTIVASI	-,346	,198	-,313	-1,744	,088
DISIPLIN	,126	,306	,074	,412	,683

a. Dependent Variable: PERFORMANCE

The X1 regression coefficient on compensation (X1) is 0.509, meaning that every increase in compensation (X1) has a positive effect on performance (Y), the higher the compensation (X1), the higher the employee's performance (Y). While the X2 regression coefficient on motivation (X2) is 0.346, meaning that every increase in motivation (X2) has a positive effect on performance (Y), the higher the motivation (X2), the higher the performance (Y) on employees and the X3 regression coefficient on work discipline (X3) of 0.126, meaning that every increase in work discipline (X3) has a positive effect on performance (Y), the higher the work discipline (X3), the higher the performance (Y) of employees.

Coefficient of Determination

**Table 10 Results of the Coefficient of Determination
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,364 ^a	,133	,076	3,26484

a. Predictors: (Constant), DISCIPLINE, COMPENSATION, MOTIVATION

b. Dependent Variable: PERFORMANCE

The table above is an illustration of the R Square value of 0.133. which means that the change in the dependent variable on performance (Y) is 1.33% which is caused by the compensation variable (X1), motivation (X2), and discipline (X3). As for the Adjusted R Square value of 0.076%. which means that the change in the performance dependent variable (Y) of 0.76% is caused by the compensation variable (X1), motivation (X2), and discipline (X3). so that the R value is 0.162 which means that the strength of the independent variable on the dependent is 36.4% which is rounded up to 36%.

Partial Hypothesis Test (t Test)

Table 11 T-Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,921	4,678		3,617	,001
	COMPENSATION	,509	,227	,328	2,240	,030
	MOTIVATION	-,346	,198	-,313	-1,744	,088
	DISCIPLINE	,126	,306	,074	,412	,683

a. Dependent Variable: PERFORMANCE

The results of the table above illustrate that the compensation variable (X1) shows a significance value of 0.030 < 0.05, then Ha is accepted. which means that the compensation variable has a significant influence on employee performance. While the motivation variable (X2) shows a significance value of 0.088 < 0.05, then Ha is rejected. where it means that the motivation variable shows no effect on employee performance and the discipline variable (X3) has a significance value of 0.683 < 0.05 then Ha is rejected. so that it means that the compensation variable shows no significant effect on the performance of an employee.

Discussion

The results show that compensation has a positive and significant effect on employee performance at Wisata Setigi because employees have received rewards in the form of wages or salaries as desired, where employees are satisfied with the provision of remuneration in their work, and the need for remuneration in the form of salary has been fulfilled. Provided by the company to employees, so that employee performance has been met. This is in accordance with the theory, according to Hasibuan (2020: 117), saying that the amount of remuneration is influenced and known beforehand, as a result employees can definitely know the size of the remuneration including wages and compensation. The results of this study are in line with Sari, et al (2015) which states that the compensation given by the company to employees as their rights will greatly affect performance.

Based on the above discussion. The results show that the motivation variable does not have a significant influence on the performance of Setigi Tourism employees. However, if the motivation of employees increases, then employee performance will also increase. Motivation has no significant positive effect on employee performance at Setigi Nature Tourism. Therefore, employees no longer need motivation, they already have experience in their work and the need for remuneration

provided by the Setigi nature tourism manager to employees has been met. Therefore, employee performance is created. This is in accordance with the opinion of the theory according to Mangkunegara (2012) which states that there is a positive or good but not significant relationship between motivation and performance achievement. This opinion is also supported by the results of research by Gultom (2014) which states that motivation only acts as a motivator for employees or employees to be more active at work and if employees are given positive motivation by leaders or managers, employees will feel appreciated so that employees who are work will feel happy and can work better results of the study on the discipline variable also did not have a significant effect on employee performance. If work discipline increases, employee performance will also increase. Discipline has a positive but not significant effect on employee performance. Because employees no longer need work discipline, they obey the rules that have been set in their work. Therefore, only a few employees violate regulations or take disciplinary action that has been set by the company. Then achieved discipline and employee performance. This is in accordance with the theory according to Mardiyah (2019) which states that the regulations listed are too strict, causing employees to feel bored. In addition, employees do not have much time for rest, leave or vacation due to regulations that only use short leave. The need for employee outsourcing services during holidays makes employees deviate from existing rules. Supported by the results of research conducted by Anggreni (2017) which states that strict regulations from the company to employees will burden employees.

4. Conclusion

Based on the results of data analysis and discussion that has been obtained from the research results. So it can be concluded that as follows: compensation variable (X1) has a positive and significant effect on the performance of employees. While the motivation variable (X2) has a positive but not significant effect on the performance of employees and the discipline variable (X3) also has a positive but not significant effect on the performance of Setigi nature tourism employees in Sekapuk village, Ujungpangkah sub-district, Gresik Regency.

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