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The Effect Of Compensation, Work Motivation, And Workload On Employee Performance Employees At Pt Giken Precision Indonesia

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Abstract. This research uses a type of descriptive research in explaining the influence of compensation and work motivation on employee performance. This type of research is a quantitative research method. Research is a systematic method that aims to provide information in solving problems in the variables being studied while quantitative methods are methods used to generalize populations and samples that have been determined as hypothesis tests. From the significance value shows that X1 (compensation) has a positive and significant effect on Y (employee performance) Pt Giken Precision Indonesia.. With tsig value $< \alpha$ ($0.001 < 0.05$) and thitung value $> t_{table}$ ($4.654 > 1,676$). Variable X3 (motivation) has a positive and significant effect on Y (employee performance) of Pt Giken Precision Indonesia. With the value of tsig $< \alpha$ ($0,038 < 0,05$) and the value of thitung $> t_{table}$ is obtained ($2.131 > 1,676$). From the significance value of the Burden variable (X3) has a negative effect and does not significantly affect employee performance (Y). With the value of tsig $< \alpha$ ($0.0194 < 0.05$) and the value of thitung $< t_{table}$ ($-1.316 < 1,676$).

Keywords: *Compensation, Work Motivation, Workload And Employee Performance.*

INTRODUCTION

Indonesia's current situation makes agency leaders think hard for the running of the company they lead in the era of Global competition. Companies are required to continue operating. The sudden decline in the economy and the sudden obstruction of import and export access mean that companies must continue to optimise profits every month. Company management must be able to maintain employee concerns because the impact of this global competition itself is that many companies are closed because they are unable to pay for the company's operational costs so that many employees have to lose their jobs. The employees who have signed the contract, during the working period the focus is on the comfort of work, but the comfort will be lost if they work in vain. Employees work for money, the money they make is enough to live on for a month.

However, if the company is unable to pay its employees, unable to provide compensation that is their right, then the company will lose the labour of the employees. Labour or human resources have a very important role in the company to survive in the midst of competition. Compensation is one of the supports for the effectiveness of the workforce.

The compensation referred to above by researchers is direct and indirect compensation, in general, when talking about compensation, it must be directly focused on salaries, bonuses or incentives and these things are included in direct compensation. Every company must want to provide compensation that has become the right of employees, employees will work well if their rights are given in accordance with what has been written in the signed contract. Every

employee is able to work loyally if the compensation provided is as expected. Companies can retain their employees in other ways that include compensation, namely providing incentives or bonuses if employees are able to work better beyond the expectations of company superiors, as previously described.

The company provides direct compensation as a reward for their performance. Meanwhile, indirect compensation is the company's concern to improve the welfare of its employees that has nothing to do with work (Zulkarnaen & Herlina, 2018). Encouragement for employees to do their work properly and correctly, this is also beneficial for the emotional health of employees at work, they will feel safe and comfortable and not think too much about the burden borne.

The company continues to monitor its employees who do need encouragement mentally (psychologically), not just materially (financially). One way the company provides motivation to employees is in the form of attention, such as promotions every 6 months or once a year, raising salaries for employees who are very optimal at work, giving praise without exaggeration. These things can motivate employees, so that employees will not feel bored / bored at work but employees will feel happy at work and have the enthusiasm to come to work so there will be no more lazy type employees. This motivation will improve employee performance, good performance will have a positive impact on the company.

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Zulkarnaen & Herlina, 2018) employee performance will display good performance if employees feel their rights and obligations are balanced, good performance will provide great benefits for the company.

The company will continue to grow if it pays attention to matters closely related to employee performance. The company wants employees who have high loyalty, so the company must pay attention to matters relating to loyalty. Employees who have such loyal performance will get added value.

On this occasion the researcher will conduct research at PT. Giken Precision Indonesia is a company engaged in electronic manufacturing that has been established since the 90's, this company is a Japanese company which was originally located in the yellow face, then operations moved to Sekupang and finally located in Batu ampar precisely located at Citra Buana Industrial Park II Lot 2 Jl. Yos Sudarso. The company has 1,789 employees consisting of 4 departments namely Assembly numbering 1171 employees, Moulding 411 employees, PCBA grooming 162 employees, HQ 45 employees. PT Giken Precision Indonesia is arguably strong enough to face being able to operate optimally, despite many obstacles to import and export. The percentage of employee reduction can be said to be very minimal because so far job vacancies are still open until September 2024 there are still many recruiting new employees. However, there are some obstacles faced by employees.

Employees do get their rights in full, but demands from superiors make employees depressed, such as superiors who demand output to be completed immediately in a fast period of time, additional work does not match the increase in wages, training - training is only given to employees who are considered to be working for a long time, production employees rarely get the opportunity to move up a level higher than the start of work or the absence of promotions for production employees (operators), lack of good communication between superiors and employees, lack of facilities that support employee work in order to save company expenses. The production process will run smoothly if the company is able to pay attention to the welfare and is able to motivate its employees to improve employee morale and performance .

LITERATURE REVIEW

Compensation

Compensation is something that employees get as a form of reward for the workload given to the employee, this can be in the form of wages or salaries per hour or per period such as calculations that have been determined by the payroll department every month. (Zulkarnaen & Herlina, 2018) Compensation is a substitute for the contribution of services that employees provide to the company.

Providing compensation is a function in the implementation of human resource management that is closely related to all types of personal awards in their contribution to the company's work. (Rina, 2018). Compensation is all forms of income received by employees for work that has been completed, the income is received either directly or indirectly, in the form of goods or non-goods, material or non-material and this can increase employee enthusiasm and achievement in completing their work. (Herlina, 2019). Compensation is something that must be issued by the company and given to employees as a sign of their work results that have provided energy and employee thinking in order to achieve the goals of the company or organization.

(Khosasih, 2018). It can be concluded that compensation is a reward for services that employees have performed in order to achieve a company's goals. Compensation can be given directly or indirectly and can be in the form of money or goods in accordance with the procedures that have been determined by the company's personnel concerned.

Workload

The definition of workload is a collection or number of activities that must be completed by an organizational unit, (Dhania, 2010). Meanwhile, according to Kurnia (2010) workload is a process of analyzing the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work unit) carried out under normal circumstances/conditions.

Work Motivation

Motivation is a drive that can increase employee enthusiasm in working seriously to achieve company goals. (Khosasih 2018). Motivation is a psychological process that can provide direction, perseverance, and intensity of behavior in achieving company goals, in this case motivation will also provide enthusiasm for employees to be able to work together in an organized and effective manner in order to achieve the desired point of satisfaction. (Widodo, 2017) Motivation is an attraction that must be possessed by an employee in working because with strong work motivation it will increase maximum performance and this is very much needed in companies that have a strong vision and mission. (Riny & Heryenzus, 2021) It is concluded that work motivation is a drive that must be possessed by employees when joining a company which is useful for improving employee performance and producing maximum achievement in accordance with the goals of the company concerned.

Employee Performance

Employee performance is a work result in the form of quantity or quality of work on the responsibilities that have been assigned to employees based on their roles in the company, employee performance is an important factor that must be considered by the company because it greatly influences the overall productivity of the company. (Widodo, 2017) Employee performance is a description of the level of achievement in an activity implementation program with the aim of realizing the company's vision and mission that has been made in structured planning. (Herlina, 2019) Employee performance is a real behavior shown by employees as a

sign of work results or work achievements that have been given according to their role in the company according to the skills, sincerity and experience of the employee. (Tampubolon, 2021) Employee performance is an action and behavior of employees that can be measured because it is bound by the company's vision and mission, performance measurement requires observers who are used to make decisions to assess the attitudes and behavior of employees who have contributed to realizing the company's goals. (Garaika, 2020) It is concluded that employee performance is a result of employee work assessment in accordance with the actions and behaviors displayed by employees for the sake of company productivity, the assessment is adjusted to employee performance or achievements in contributing to realizing the company's vision and mission. .

METHODS

Validity Test

Validity according to Sugiyono (2016:177) shows the degree of accuracy between the data that actually occurs in the object with the data collected by the researcher to find the validity of an item, we correlate the item score with the total of the items. Validity testing is a valid research result if there is a similarity between the collected data and the data that actually occurs in the object being studied (Sugiyono, 2016:76). In the validity test, the SPSS (Statistical Product and Service Solutions) program version 30.00 is used. Validity testing can be done by looking at the correlation between the scores of each item in the questionnaire with the total score to be measured, namely using the Pearson Correlation Coefficient. The basis for making decisions to test validity is:

- 1) If r_{count} is positive and $r_{count} > r_{table}$ then the variable is valid.
- 2) If r_{count} is not positive and $r_{count} < r_{table}$ then the variable is not valid.

Reliability Test

According to Sugiyono (2016:178) Reliability test is the extent to which measurement results using the same object will produce the same data. Instrument reliability testing can be done externally or internally, externally testing can be done with test retest, equivalent and a combination of both. Internally, instrument reliability can be tested by analyzing the consistency of the items in the instrument with certain techniques (Sugiyono, 2016:87). To test the reliability of the questionnaire used, a reliability analysis was carried out based on the Cronbach Alpha coefficient. The limit value used was 0.7 with the assumption that the instrument is said to be reliable if the Cronbach Alpha value > 0.7 .

Classical Assumption Test

The classical assumption test was carried out to determine whether the regression model created can be used as a good prediction tool. The classical assumption test in this study includes the normality test, heteroscedasticity test and multicollinearity test.

Multiple Linear Regression

According to Sugiyono (2016:275) multiple regression is used to predict the condition (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (increasing and decreasing their values).

RESULTS

Instrument Validity

Validity is used to test whether each question item used in this study is valid or not. Validity testing is measured using the Pearson Product Moment correlation technique. The basis for decision making used is:

- a. If the calculated r value \geq r table, then the question item is said to be valid.
- b. If the calculated r-value $<$ r-table, then the question item is said to be invalid.

In the validity test, the SPSS (*Statistical Product and Service Solutions*) program was used. version 30.00 Validity test can be done by looking at the correlation between the scores of each item in the questionnaire with the total score to be measured, namely using *the Pearson Coefficient Correlation*. The r-table value is obtained by looking at the comparison table with a significance level of 5% and $df = 53 - 2 = 51$ (r-table = 0.228). The complete validity test results can be seen in the following table:

Table 1 Validity test results

No	Variables	Item	R count	R table	Information
1	Compensation	1	0.756	0.228	Valid
		2	0.698	0.228	Valid
		3	0.689	0.228	Valid
		4	0.745	0.228	Valid
		5	0.726	0.228	Valid
2	Motivation	1	0.822	0.228	Valid
		2	0.739	0.228	Valid
		3	0.813	0.228	Valid
		4	0.862	0.228	Valid
		5	0.669	0.228	Valid
3	Workload	1	0.822	0.228	Valid
		2	0.792	0.228	Valid
		3	0.828	0.228	Valid
		4	0.767	0.228	Valid
		5	0.790	0.228	Valid
4	Performance	1	0.517	0.228	Valid
		2	0.653	0.228	Valid
		3	0.632	0.228	Valid
		4	0.789	0.228	Valid

Based on the table above can know that the magnitude coefficient correlation from all over questions consisting of from 5 grains question compensation , 5 grains question motivation , 5 points question burden work and 4 grains performance question employees , have a higher r - count big from r- table (r table = 0.228). With Thus , it can concluded that all over grain question declared valid, so that all over grain questions contained in the questionnaire can stated worthy as instrument For measuring research data .

Reliability Test

Testing reliability on Variables in research This use coefficient *Cronbach's Alpha* . *Cronbach Alpha* value in study This will used mark nunnaly (expected value) of 0.7 with assumption that instrument it is said reliable when mark *Cronbach Alpha* > 0.7 this study will used .

Table 2 Reliability Test

No	Variables	R count	R critical	Information
1	Compensation	0.769	$\alpha > 0.7$	Reliable
2	Motivation	0.840	$\alpha > 0.7$	Reliable
3	Workload	0.859	$\alpha > 0.7$	Reliable
4	Performance	0.752	$\alpha > 0.7$	Reliable

Based on results testing reliability on the table seen that all variable own Cronbach Alpha value is higher big from 0.7, which means that all over variable can stated reliable , so that can concluded that grains question can used as instrument For study furthermore .

Assumption Test Classic

Assumption test classic done For know is the regression model created can used as tool good prediction . Test assumptions classic in study This includes normality tests , heteroscedasticity tests and multicollinearity tests , as following :

Normality Test

Normality tes aiming For test whether variable bound and variable free in the regression model have normal distribution or no . Testing normal distribution is done with method look at the normal probability plot (normal p-plot). On the normal p-plot graph , the model meets the assumption normality If points on the curve coincide following the diagonal line . Here normality test results with use p-plot normal graph :

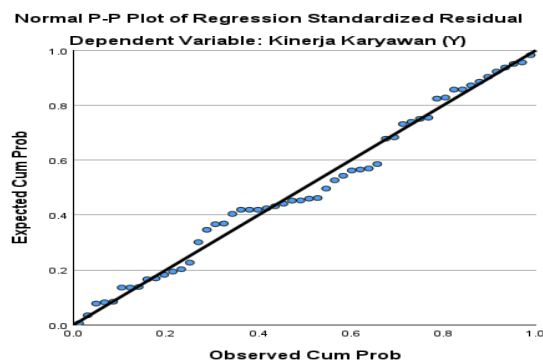


Figure 1 Data Normality Test

The image shows all data is distributed normally and not happen deviation , so that the data collected can processed with method next.thing This can proven with notice data distribution that spreads around the diagonal line on the " *normal P-plot of Regression Standardized Residua*" in accordance the image above .

Heteroscedasticity Test

Heteroscedasticity test used For know There is or whether or not deviation assumption classic heteroscedasticity that is existence inequality Variants from residual to all observations on the regression model . Heteroscedasticity is one of factors that cause a simple linear regression model No efficient and accurate , also resulting in use method possibility maximum in estimating regression parameters (coefficients) will disturbed (Ghozali, 2013).

How to For know There is whether or not heteroscedasticity is with the Glejser Test done with method regress between variable independent with mark absolute residual . If the value significance between variable independent with absolute residual > 0.05 then No happen problem heteroscedasticity.

Table 3 Glacier test

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.569	.828		.687	.495
	Kompensasi	.025	.056	.093	.454	.652
	Motivasi	.023	.085	.092	.274	.785
	Beban	-.024	.091	-.095	-.257	.798

a. Dependent Variable: ABS_RES

The results of the SPSS output display with clear show all independent variables have sig value ≥ 0.05 . So no There is variable significant independence in a way statistics influence variable dependent absolute value of the residual. This is seen from mark significant in each variable independent all in all above 0.05. So it can concluded regression model No contain existence heteroscedasticity .

Multicollinearity Test

Multicollinearity test aiming For test what is the regression model found existence correlation between variable free . Good regression model should No happen correlation between variable free . Here can seen results testing multicollinearity :

Table 4 Multicollinearity Test

		Coefficients^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Kompensasi	.471	2.124
	Motivasi	.176	5.669
	Beban	.146	6.853

a. Dependent Variable: Kinerja

The image above is the results of the multicollinearity test obtained from calculation results study filling questionnaire by respondents processed using the SPSS program. From the table on can seen that tolerance value for variables X1, X2 , X3 have higher tolerance value big than 0.1 while VIF is greater small of 10, so that each variable independent on free from symptom multicollinearity.

Analysis Regression Multiple

Analysis techniques used in study This is analysis regression multiple . Analysis This used For know influence Compensation , motivation and workload to performance employees . Based on analysis regression multiple with assisted by the SPSS 30 program in the calculation process obtained results as following :

Table 5 Analysis Results Multiple Linear Regression

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.535	1.354		3.349	.002
	Kompensasi (X1)	.427	.092	.590	4.654	.001
	Motivasi (X2)	.319	.150	.485	2.131	.038
	Beban kerja (X3)	-.182	.139	-.272	-1.316	.194

a. Dependent Variable: Kinerja Karyawan (Y)

The image above is analysis test results regression multiples obtained from calculation results study filling questionnaire by respondents processed using the SPSS program. From the calculation computer that is calculation with SPSS version 30 for windows obtained equality the regression is :

$$Y = 4,535 + 0.427 X1 + 319 X3 - 0.182 X3$$

The numbers explained as following ;

1. Coefficient regression compensation (X1) is worth positive by 0.427 things This show compensation influential positive to performance employee .
2. Coefficient regression motivation (X2) of 0.319 things This show burden Work influential positive to performance employee
3. Coefficient Workload regression (X3) is -0.182 This show beban Work influential negative to performance employee .

DISCUSSION

The Effect Of Compensation On Employee Performance

The results of the first hypothesis test prove that compensation has a significant effect on employee performance. These results indicate that providing adequate compensation can improve employee performance. Everything that employees receive as compensation for their contributions to the company or organization can be said to be compensation. If the compensation is managed properly, it will be able to help the company or organization achieve its goals. If compensation is not managed properly, it will disrupt the running of the business. Compensation can be in the form of wages or salaries. Compensation is financial or non-financial.

Direct compensation and can be in the form of other benefits called indirect compensation. With appropriate compensation, employees will feel satisfied with the results of their work and the contribution of services they provide to the company so that it will also create employee loyalty to provide their services to the Company. This study is supported by Astutik's research (2016) Based on the results of his research, compensation has a significant positive effect on employee performance with a significance value of 0.000 and this result is smaller than 0.05, and the calculated t value of 2.359 is more than the t table of 1.667. ($2.359 > 1.667$). Based on the results of the study, the F count value of 40.268 is greater than the F table of 3.13 with a significance of $0.000 < 0.05$ so that it can be concluded that there is a simultaneous influence between compensation and work motivation on employee performance.

Influence Of Work Motivation On Employee Performance

The results of the second hypothesis test prove that work motivation does not have a significant effect on employee performance. This insignificant result is because the majority of hotel production employees at PT Giken do not pay much attention to the conditions of their work environment. Meanwhile, high motivation in employees can have a negative effect on performance if the office does not maximize other factors that affect employee performance. This means that work motivation affects performance but its influence is only small and does not have much impact on employee performance. This research is supported by Wiwik Widiyanti (2019), in the *Humaniora Journal*. Her research aims to determine the effect of work motivation on employee performance at PT Dagsap Endura Eatore Jakarta. This study uses observation methods, questionnaires, and documentation studies. The author of this study distributed questionnaires to 56 respondents using a Likert scale. The data analysis technique used correlation coefficients, determination, regression equations, then the author processed the data using SPSS version 22. Based on the calculation of the correlation coefficient obtained by 0.750 which means, there is a strong relationship between work motivation for employee performance at PT Dagsap Endura Eatore Jakarta.

From the calculation of the coefficient of Determination of the results obtained by 0.563 or 56% and the remaining 44% are influenced by other factors such as compensation, promotion, training, and seen from the regression equation formed $Y = 14.774 + 0.650X$ this shows that without work motivation employee performance is 14,774 units and if work motivation increases by 1 unit it will increase employee performance by 0.650 units.

The Effect Of Workload On Employee Performance

The results of the third hypothesis test prove that workload has a significant effect on employee performance. These results indicate that the workload conditions of PT Giken can affect employee performance. According to Meshkati in Tarwaka (2015), workload can be defined as a difference between the capacity or ability of workers and the demands of the work that must be faced. If the workload continues to increase without an appropriate division of the

workload, employee performance will decline. Given that human work is mental and physical, each has a different level of burden. A level of burden that is too high allows for excessive energy use and overstress, conversely a load intensity that is too low allows for boredom and saturation or understress. Therefore, it is necessary to strive for an optimum level of burden intensity and of course it differs between one individual and another. The results of the regression test show that the workload variable has a negative effect and does not significantly affect employee performance. This research is in line with previous research. These results support previous research by Bunga et al. (2019), Rindorindo et al. (2019), Rahmah et al. (2020) which stated that workload has a negative and insignificant effect on employee performance.

CONCLUSION

Based on the results of the data analysis that has been done, it can be concluded as follows:

1. There is an influence of compensation (X1) on employee performance (Y) of PT Giken Precision Indonesia. With a value of $t_{sig} < \alpha$ ($0.001 < 0.05$) and a value of $t_{count} > t_{table}$ ($4.654 > 1.676$). Thus H_0 is rejected and H_a is accepted. From the significance value obtained, the variable X1 (compensation) has a positive and significant effect on Y (employee performance) of PT Giken Precision Indonesia. Providing adequate and fair compensation by the management of PT Giken Precision can motivate employees to work more optimally and indirectly can improve employee performance.
2. There is an influence of motivation (X2) on employee performance (Y) of PT Giken Precision Indonesia. From the calculation with t_{sig} values $< \alpha$ ($0.038 < 0.05$) and obtained $t_{count} > t_{table}$ ($2.131 > 1.676$) then H_0 is rejected and H_a is accepted and it is found that the variable X2 (motivation) has a positive and significant effect on Y (employee performance) of PT Giken Precision Indonesia. Motivated employees not only improve their performance, but also increase their commitment to their work. Employees do not hesitate to make the best effort so that the task is completed properly. This will encourage high employee job satisfaction and have a positive impact.
3. Workload has a negative effect and does not significantly affect the performance of PT Giken employees. With t_{sig} values $< \alpha$ ($0.0194 < 0.05$) and $t_{count} < t_{table}$ ($-1.316 < 1.676$) thus H_0 is rejected and H_a is accepted. From the significance value obtained that the load variable (X3) has a negative effect and does not significantly affect employee performance (Y). Excessive workload can cause workers to experience stress and trigger other mental disorders. This work stress has also become a serious problem for many people. Work pressure can indeed take up time, thoughts, and energy so that it can have an impact on mental health. This will have a negative impact.

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