

## THE INFLUENCE OF COMPENSATION AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE AT TVRI SOUTH SULAWESI STATION

**Friska**

Faculty of Economics and business, Makassar State University  
Correspondensi author email: [Friskafriska139@gmail.com](mailto:Friskafriska139@gmail.com)

**Hety Budiyantri**

Faculty of Economics and business, Makassar State University  
[hetybudiyantri@unm.ac.id](mailto:hetybudiyantri@unm.ac.id)

**Agung Widhi Kurniawan**

Faculty of Economics and business, Makassar State University  
[agungwk@gmail.com](mailto:agungwk@gmail.com)

**Muhammad Ichwan Musa**

Faculty of Economics and business, Makassar State University  
[m.ichwan.musa@unm.ac.id](mailto:m.ichwan.musa@unm.ac.id)

**Rezky Amalia Hamka**

Faculty of Economics and business, Makassar State University  
[rezky.amalia.hamka@unm.ac.id](mailto:rezky.amalia.hamka@unm.ac.id)

### **Abstract**

*This research aims to determine the influence of compensation and work motivation on employee performance at TVRI South Sulawesi Station. The variables in this research consist of independent variables, namely compensation and work motivation, and the dependent variable, namely employee performance. The population in this study were all employees of TVRI South Sulawesi Station. The sampling technique uses Purposive Sampling technique. The data collection techniques used were questionnaires, interviews, observation and documentation. The data analysis technique used is multiple linear regression analysis with SPSS version 25 software to prove the hypothesis. The results of this research indicate that partial compensation has a significant effect on employee performance at TVRI South Sulawesi Station. Also, work motivation partially has a significant effect on employee performance at TVRI South Sulawesi Station. Then, compensation and work motivation simultaneously have a significant effect on employee performance at TVRI South Sulawesi Station.*

**Keywords:** Compensation, Work Motivation, and Employee Performance.

### **INTRODUCTION**

A company can operate well if it can effectively combine the available resources, in which case the effort can produce goods and services that can be marketed, making it easier for the company to achieve its goals. According to Anggoro Seto et al. (2023), human resource management is crucial for the sustainability of an organization because only human resource management utilizes human capacity through intellect, emotions,

knowledge, and skills in performance.

Middle theory is Human Resources (HR), which focuses on the management and development of the workforce within an organization. This theory explains how practices such as fair compensation and motivation programs can directly affect employee performance. This theory helps to understand how management policies like compensation and motivation can influence employee performance. (Robbins dan Judge, 2013).

According to Ambarita and Santi (2020), performance is the work process of an individual whose results are used as the basis to determine whether the individual's work is good or not. The performance of employees is required to continuously improve, one of the steps to maintain or enhance employee performance can be done by providing compensation to employees. Milkovich et al. (2020) define compensation as the total of all rewards given to employees in return for their work. These rewards can include salary, bonuses, allowances, as well as non-monetary incentives such as recognition and career development opportunities.

According to Luthans and Youssef-Morgan (2023), performance is defined as an individual's contribution to the effectiveness and success of the organization. They emphasize the importance of psychological factors such as motivation, commitment, and engagement in influencing performance. They explain that performance is the result of behavior driven by motivation, which is a process that initiates, directs, and sustains goal-oriented behavior. Individual performance is the effectiveness and efficiency of an employee in completing assigned tasks. Individual performance encompasses how well an employee completes tasks according to the established standards and expectations. (Robbins dan Judge, 2021).

Generally, compensation refers to the wages received by employees from their employer or their work in the company, but it also includes the understanding that employees have given their best work to the company so that the company will appreciate the results provided by employees with consistent work. Compensation is a method used by the Company to enhance employee motivation and work performance. Compensation is a package of rewards received by employees, which includes financial components (such as salary and bonuses) as well as non-financial components (such as praise and recognition). (Armstrong, 2021). The amount of compensation will impact employee work performance. The next task of the manager is to motivate employees so that every employee in the company performs well.

The work motivation of each employee greatly determines the increase in the Company's productivity; employees with high motivation are more likely to work hard because they view their work as a means of self-development rather than a means to achieve material success. According to Mangkunegara (2020), motivation is defined as a condition that encourages, directs, and maintains a person's behavior to achieve certain goals.

TVRI South Sulawesi Station is a regional television station that operates within the TVRI network, which is Indonesia's national television network. TVRI South Sulawesi Station is committed to providing informative, educational, and entertaining content for the community living in the South Sulawesi region. The compensation program at TVRI South Sulawesi includes various forms of rewards received by employees as remuneration for their work. TVRI South Sulawesi Station strives to provide competitive compensation to retain quality employees and ensure they are motivated and committed to their work.

The performance evaluation of each work unit at TVRI South Sulawesi Station is categorized as Good. This indicates that there are other factors contributing positively to employee performance evaluations, despite challenges in compensation and work motivation. The high performance scores suggest that there are other unidentified or unaccounted variables that can offset the negative effects of the imbalance between compensation and work motivation, thus still producing optimal performance.

## **RESEARCH METHOD**

This research uses a descriptive data collection method with a quantitative approach. Kurniawan and Puspitaningtyas (2016;120) explain that the quantitative approach is to test (verify) a theory. That is, the research aims to prove whether a theory applies or can be observed in a specific research object.

The data obtained are analyzed using quantitative descriptive techniques. This technique is used to collect data, analyze data, and describe the characteristics of the variables that are the focus of the research, in this case, to analyze the influence of compensation and employee work motivation in depth. Data analysis was conducted using the statistical software SPSS.

According to Kurniawan and Puspitaningtyas (2016;66), population is not merely the number of subjects being studied, but also includes all the characteristics or traits possessed by certain subjects. The population in this study consists of all employees working at TVRI South Sulawesi Station, totaling 210 employees.

A sample is a part of the population. Quantitative analysis of sample data produces sample statistics that are used to estimate population parameters. Researchers can study all elements or members of the population (census), or study a portion of the population elements (sample research). (Kurniawan dan Puspitaningtyas, 2016;67). The technique used in this research is the Purposive Sampling method, where the sample is taken based on specific criteria relevant to the research objectives. According to Sugiyono (2019), Purposive Sampling is a technique for sampling data sources based on certain considerations. Therefore, the sample included in the study consists of 133 respondents, including civil servants (PNS), government employees with a work agreement (PPPK), and honorary staff (PBPNS).

## **RESULT AND DISCUSSION**

### **1. The Influence of Compensation on Employee Performance**

The results of this study indicate that compensation partially has a significant effect on employee performance. The majority of employees at TVRI South Sulawesi Station show a very high level of satisfaction with the compensation received. The survey results show that the majority of employees feel that the salary received is commensurate with the workload given and is sufficient to meet their living needs. The incentives received are also considered an effective motivator for improving work quality. In this case, employees feel appreciated for their contributions, which motivates them to continuously improve their work performance. In addition, welfare facilities such as health insurance and pension programs are highly appreciated because they support the overall well-being of employees. The allowances provided are considered fair and equitable among all employees, while additional facilities, such as parking spaces, work uniforms, and adequate work equipment, also enhance comfort and job satisfaction. These compensation and facility policies have a positive impact on employee motivation and performance, supporting the Equity theory proposed by Adams (1963), which emphasizes that the perception of fairness in compensation can enhance employee motivation and performance. Compensation that includes financial aspects, such as salaries, bonuses, and allowances, as well as non-financial aspects, such as recognition and work facilities, significantly contributes to job satisfaction, which leads to improved performance.

However, research notes dissatisfaction in the distribution of compensation in several job classes. Although employees in high job classes receive substantial allowances, the absenteeism rate in those classes is relatively high, indicating that high compensation does not always guarantee motivation or discipline. On the contrary, employees in the non-permanent category with lower compensation show good motivation, influenced by professionalism and job requirements. This indicates that intrinsic factors, such as commitment and work ethic, also play a role in employee performance.

This finding aligns with Locke and Latham's (1990) Goal-Setting Theory, which states that setting clear goals, accompanied by compensation that corresponds to the achievement of those goals, can enhance motivation and performance. Related research by Putra and Kurniawan (2019), Thapa (2023), and Rahman and Aulia (2022) also emphasizes that fair compensation, both financial and non-financial, has a significant impact on employee motivation and performance, especially when balanced with employee welfare support policies. To optimize the influence of compensation on employee performance, strategic steps need to be taken. Periodic evaluation of compensation policies can ensure fairness in the distribution of compensation across various job levels. Strengthening non-financial programs, such as providing comfortable break rooms and employee development-based training, can support well-being and work motivation. Additionally, enhancing performance-based incentives relevant to individual achievements, as well as integrating non-monetary recognition policies, such as public appreciation and award certificates, can strengthen intrinsic motivation. The development of performance management training is also important to optimize

employee contributions and improve inter-unit relationships. With these steps, TVRI South Sulawesi Station is expected to create a more equitable, supportive, and sustainable work environment, thereby enhancing work motivation, job satisfaction, and overall employee performance.

## **2. The Influence of Work Motivation on Employee Performance**

The results of this study indicate that work motivation has a significant impact on employee performance at TVRI South Sulawesi Station. Based on Herzberg's theory (1959), work motivation can be divided into two types: intrinsic and extrinsic. Intrinsic motivation, such as responsibility and work achievement, as well as extrinsic motivation, such as recognition and rewards, all play an important role in improving employee performance. This research proves that employees with high work motivation tend to be more efficient in completing assigned tasks, more innovative, and maintain high work quality. The majority of employees at TVRI South Sulawesi Station show a very high level of work motivation.

Based on the survey results, employees feel motivated to master their jobs because they believe that a good mastery of the assigned tasks will open up opportunities for career advancement. This drive arises not only from the desire to meet job demands but also from a sense of responsibility and the desire to make the best contribution to the company. The increasing complexity of the work they face actually becomes a challenge that motivates them to continue learning and improving their skills. This demonstrates a strong commitment from employees to develop, adapt, and achieve optimal results in a dynamic work environment.

Most employees strive to improve their qualifications through training and skill development in order to gain opportunities for career advancement. By enriching their knowledge and expanding their skills, they hope to take advantage of the available opportunities to achieve higher positions. These efforts are driven not only by the desire to achieve personal success but also to make a greater contribution to the advancement of the company.

This research aligns with the Job Satisfaction-Outcome theory proposed by Herzberg (1959) and Judge and Kammeyer-Mueller (2022), which shows that high job satisfaction can enhance employee motivation and performance. Factors such as compensation, recognition, and a supportive work environment play a crucial role in enhancing job satisfaction, which in turn contributes to better performance. Research by Andriani et al. (2020), Hidayati and Sari (2021), and Fahmi and Setiawan (2022) all show a positive relationship between work motivation and employee performance.

High work motivation can encourage employees to work harder and achieve better performance, which is reflected in the improvement of their performance and work effectiveness. Thus, work motivation not only affects individual satisfaction but also has a direct impact on the overall performance of the company.

### **3. The Influence of Compensation and Work Motivation on Employee Performance**

The results of this study found that compensation and work motivation simultaneously have a significant impact on employee performance at TVRI South Sulawesi Station. Based on the survey conducted at TVRI South Sulawesi Station, the majority of employees demonstrated very good performance, in line with the company's expectations. They not only complete the assigned tasks but also exceed expectations in many areas. This reflects their high dedication and commitment to the work they do. Employees feel bound by their responsibilities, and this is reflected in achievements that go beyond mere quantity, but also in the quality of the work they produce.

Although the current performance evaluations are quite adequate, research results indicate that there is still potential for further improvement in the evaluation system. There may be room to further enhance transparency and fairness in the evaluation process, so that employees feel that the assessments of them are truly objective and support their career development.

Compensation, both financial and non-financial, is a key factor that influences employee motivation and performance. At TVRI South Sulawesi Station, decent salaries, relevant allowances, and adequate facilities play an important role in supporting employee welfare. Employees who feel valued with compensation that matches their contributions tend to be more motivated to work hard and demonstrate optimal performance. However, even though the compensation provided is quite adequate, this research shows that employee performance is not solely influenced by financial factors. Although salary and benefits are important to meet the basic needs of employees, there are deeper factors that influence their motivation and job satisfaction, namely that their work is evaluated fairly based on the quality of the results they achieve.

Work motivation has a significant impact on employee performance at TVRI South Sulawesi Station. Employees who are motivated to work well do not only focus on the material rewards received but also on the psychological and emotional aspects related to their work. Programs that provide recognition for achievements, opportunities for development, and performance-based incentives greatly encourage employees to strive harder.

In this context, Herzberg's motivation theory provides relevant guidance. Herzberg distinguishes between motivator factors and hygiene factors in the workplace. Motivator factors, such as recognition of achievements and opportunities for development, have a greater influence on employees' intrinsic motivation. Meanwhile, hygiene factors, such as financial compensation, although important to avoid dissatisfaction, are not sufficient to drive high work motivation. Therefore, at TVRI South Sulawesi Station, in addition to providing fair compensation, the company also needs to pay attention to other motivational factors, such as fair job evaluation, recognition, and opportunities for career development.

As explained by Sipahutar & Hasyim (2021) and Solihah (2020), the relationship between compensation and employee performance is very close. Fair and adequate compensation not only encourages employees to work better but also enhances their

motivation to continue achieving. This study found that employees who feel valued through compensation that corresponds to their contributions tend to have high motivation, which in turn positively affects their performance. However, this research also highlights the importance of work results being evaluated fairly based on quality and output as a key factor in strengthening work motivation. This recognition, whether in the form of financial or non-financial incentives, plays an important role in enhancing job satisfaction and employee motivation.

This research provides important insights for the management of TVRI South Sulawesi Station in designing more effective compensation and work motivation policies. As a company that employs staff with various statuses, such as civil servants, government employees with contracts, and honorary staff, the company needs to develop fair and balanced compensation policies that not only focus on salaries and allowances but also on recognizing individual contributions.

Management also needs to continuously develop a more transparent and objective performance appraisal system. Clear evaluations based on measurable performance can provide employees with a sense of fairness, as well as increase their motivation to continue performing optimally. In addition, opportunities for career development and chances to receive further training can help employees to grow, which will improve their performance in the future.

By optimizing compensation and work motivation, TVRI South Sulawesi Station can continue to improve employee performance and create a work environment that is not only efficient but also supports employee well-being. A holistic approach that combines compensation policies with recognition of individual achievements is key to maintaining optimal performance and advancing the sustainability of the company.

## **CONCLUSION**

Based on the research results and data analysis as explained in the previous chapter, it can be concluded that the results of this study indicate that Compensation partially has a significant effect on Employee Performance at TVRI South Sulawesi Station. Additionally, Work Motivation partially has a significant effect on Employee Performance at TVRI South Sulawesi Station. Furthermore, Compensation and Work Motivation simultaneously have a significant effect on Employee Performance at TVRI South Sulawesi Station.

## **BIBLIOGRAPHY**

- Andriani, S., Kesumawati, N., & Kristiawan, M. (2020). The influence of motivation, work environment, and leadership on teacher performance in elementary schools in East Lampung Regency. *Journal of Educational Management*, 8(1), 21-32.
- Anggoro Seto, D., Putra, R. W., & Kartika, E. (2023). *Human Resource Management in Modern Organizations*. Deepublish.
- Armstrong, M. (2021). *Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward* (6th ed.). Kogan Page.
- Astuti, S., & Suhendri. (2019). Motivation. In B. Santoso (Ed.), *Human Resource*

- Management. ANDI Publisher.
- Bakker, A. B., & Demerouti, E. (2007). Model Permintaan-Sumber Daya Kerja: Terkini. *Jurnal Psikologi Manajerial*, 22(3), 309-328.
- Bayu Fadillah, A., Suryani, E., & Prasetyo, T. (2013). The influence of motivation and work environment on employee productivity through job satisfaction of production employees in the traditional herbal medicine section at the Kaligawe unit of PT. Njonja Meneer Semarang. *Jurnal Ilmiah Manajemen*, 5(2), 123-145.
- Belzil, C., & Bognanno, M. (2015). Compensación y rendimiento de los empleados: El papel de los incentivos. *Revista de Economía Laboral*, 33(4), 857-891.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., y Sager, C. E. (1993). Una teoría del rendimiento. En N. Schmitt y W. C. Borman (Eds.), *Selección de personal en organizaciones* (pp. 35-70). Jossey-Bass.
- Dahlia. (2022). *Compensation Management in Practice*. Public Library of Science.
- Dessler, G. (2010). *Human Resource Management* (12th ed.). Prentice Hall.
- Dessler, G. (2015). *Gestión de recursos humanos* (14th ed.). Pearson.
- Dwiyanti, V. P., Heryanda, Y., Susila, I. P. D., & Jana, I. W. S. (2019). Work Motivation. In S. M. Harahap (Ed.), *Human Resource Management*. ANDI Publisher.
- Fahmi, M., & Setiawan, H. (2022). The influence of work motivation and leadership on employee performance at the Bandung City Education Office. *Journal of Public Administration Science*, 12(2), 145-158.
- Fauziek, A., & Yanuar, B. (2021). *Managerial and Entrepreneurship*
- Ferdinand, A. (2007). *Management Research Methods: Research Guidelines for Writing Theses, Dissertations, and Management Science*. Semarang: Diponegoro University Publishing Agency.
- Gagne, M., & Deci, E. L. (2015). Teoría de la autodeterminación y motivación laboral. *Journal of Organizational Behavior*, 26(4), 331-362.
- Gagne, M., & Deci, E. L. (2022). Motivación y rendimiento: El papel de la motivación intrínseca. *Journal of Organizational Behavior*, 43(5), 1120-1140. <https://doi.org/10.1002/job.2627>.
- Ghozali, I. (2005). *Structural Equation Modeling: Concepts and Applications with AMOS Program*. Diponegoro University Publisher.
- Ghozali, I. (2010). *Multivariate Analysis Application with IBM SPSS 19 Program*. Diponegoro University Publisher.
- Ghozali, I. (2018). *Application of Multivariate Analysis with IBM SPSS 25 (Edisi 9)*. Publisher: Diponegoro University Press.
- Gibson, J.L., Ivancevich, J.M., Donnelly, J.H., & Konopaske, R. (2012). *Organization: Behavior, Structure, Process*. McGraw-Hill Education.
- Hasibuan, M. S. P. (2014). *Human Resource Management*. Bumi Aksara.
- Hasibuan, M. S. P. (2016). *Human Resource Management*. Bumi Aksara.
- Herzberg, F. (1959). *The Motivation to Work*. John Wiley & Sons, Inc.
- Herzberg, F. (1959). *The motivation to work*. Wiley.
- Hidayati, N., & Sari, R. P. (2021). The influence of work motivation on employee performance with job satisfaction as an intervening variable (Studi kasus pada PT ABC Jakarta). *Journal of Economics and Business Indonesia*, 14(3), 101-114.
- Jiang, H., Lepak, D. P., & Hu, J. (2019). ¿Cómo impacta la compensación en el rendimiento de los empleados? Una revisión y direcciones futuras. *Revisión de la Gestión de Recursos Humanos*, 29(3), 331-346.
- Judge, T. A., y Kammeyer-Mueller, J. (2022). *Satisfacción laboral y rendimiento: Nuevas*



- perspectivas y direcciones. *Journal of Applied Psychology*, 107(4), 567-589.
- Kammeyer-Mueller, J. D. (2022). La influencia de la satisfacción laboral en la motivación y el rendimiento: Una revisión y síntesis de investigaciones recientes. *Revista de Comportamiento Organizacional*, 43(5), 737-761.
- Kirana, A., & Pradipta, D. (2021). Motivation. In B. Santoso (Ed.), *Human Resource Management*. Buku Kita Publisher.
- Kumar, R., & Sharma, P. (2023). Kompensasi dan Kepuasan Kerja: Sebuah Studi Empiris dalam Konteks India. *Jurnal Internasional Studi Sumber Daya Manusia*, 13(1), 74-89. doi:10.5296/ijhrs.v13i1.19765
- Kurniawan, A. W., & Puspitaningtyas, Z. (2016). *Quantitative Research Methods*. Yogyakarta: Pandiva Buku.
- Latham, G. P. (1990). Comprender la dinámica del establecimiento de metas: Una revisión crítica de la teoría del establecimiento de metas y sus aplicaciones. *Psychologie canadienne*, 31(3), 192-20
- Locke, E. A. (1960). La relación entre la edad, la satisfacción laboral y el rendimiento laboral. *Journal of Applied Psychology*, 44(3), 220-230.
- Locke, E. A., & Latham, G. P. (1990). *Una teoría de establecimiento de metas y rendimiento de tareas*. Prentice-Hall.
- Locke, E. A., & Latham, G. P. (2002). Construyendo una teoría prácticamente útil de establecimiento de metas y motivación para tareas: Una odisea de 35 años. *Psicólogo Americano*, 57(9), 705-717.
- Locke, E. A., & Latham, G. P. (2020). Teoría de Establecimiento de Metas: Nuevos Desarrollos. *Revista de Psicología Aplicada*, 105(5), 739-755.
- Locke, E. A., & Latham, G. P. (2023). Nuevos desarrollos en la teoría de establecimiento de metas. *Direcciones Actuales en la Ciencia Psicológica*, 32(1), 44-49.
- Luthans, F., & Youssef-Morgan, C. M. (2023). *Capital Psicológico: Desarrollando la Ventaja Competitiva Humana* (4th ed.). Oxford University Press.
- Mahsun. (2013). *Public Sector Performance Measurement*. Jakarta: Bumi Aksara.
- Mangkunegara, A. A. (2020). *Human Resource Management* (4th ed.). PT Remaja Rosdakarya.
- Mangkunegara, A. P. (2009). *Corporate Human Resource Management*. Remaja Rosdakarya.
- Mangkunegara, A. P. (2013). *Corporate Human Resource Management*. PT. Remaja Rosdakarya.
- Mangkunegara, A. P. (2016). *Corporate Human Resource Management*. PT. Remaja Rosdakarya.
- Mangkunegara, A. P. (2017). *Corporate Human Resource Management*. Remaja Rosdakarya.
- Maryati, Tri. (2021). *Organizational Culture, Work Environment, Job Satisfaction, and Employee Performance*. UMY Press.
- Maslow, A. H. (1943). Una teoría de la motivación humana. *Revisión Psicológica*, 50(4), 370-396.
- Masturoh, S., & Nauri. (2018). The diagram in the conceptual framework needs to show the relationships between the variables being studied. Deepublish.
- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). *Compensación* (13th ed.). McGraw-Hill Education.
- Mitchell, T. R., & Daniels, D. (2020). Motivando a los Empleados: Una Revisión de la Teoría de Motivación Basada en Objetivos. *Journal of Applied Psychology*, 105(3), 333-345.

- Nugraha, A. P., & Hidayat, R. (2022). The influence of financial and non-financial compensation as well as work motivation on employee performance in the education sector. *Journal of Education and Management*, 14(3), 163-178.
- Pasaribu, R. B. T. (2020). The influence of compensation and motivation on employee performance: A case study at PT. Perusahaan Taruna Jaya. *Journal of Human Resource Management*, 5(2), 45-60.
- Pratama, Y., & Sari, D. (2020). Analysis of the influence of compensation and motivation on employee performance in the Jember Regency Government. *Journal of Business Administration*, 12(1), 45-58.
- Prawirosentono, S (2007). *Human Resource Management and Employee Work Policies*, BPFE, Yogyakarta.
- Putra, A. R., & Kurniawan, H. (2019). The influence of compensation on employee performance in manufacturing companies in Surabaya. *Journal of Management and Entrepreneurship*, 7(2), 132-14
- Rahman, F., & Aulia, R. (2022). The influence of compensation and job satisfaction on employee performance in the Makassar City government. *Journal of Public Administration*, 14(2), 101-115.
- Rahmawati, I., & Susilo, H. (2023). Compensation, motivation, and performance: A study on non-civil servant employees in government agencies in Surabaya City. *Journal of State Administration Science*, 18(1), 87-101.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15th ed.). Pearson.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior* (18th ed.). Pearson.
- Santoso, S. (2008). *Smart Book of Economic and Financial Statistics*. Elex Media Komputindo. Page 52.
- Simamora, S. S. M. (2011). *Human resource management*. Publisher Salemba Empat.
- Sipahutar, M., & Hasyim, T. M. (2021). The influence of compensation and motivation on the performance of civil servants at the Directorate of Refugee Management BNPB. *Journal of Management and Business*, 2(2). Jayakarta School of Economics.
- Sitorus, R. H. (2020). *Motivation*. In A. Gunawan (Ed.), *Human Resource Management*. PT Pustaka Baru Press.
- Solihah, S. (2020). The influence of compensation and work motivation on employee performance (Study at the Cipamokolan Village Office, Rancasari District, Bandung City) (Skripsi). School of Economics (STIE) Stan – IM Program Management Department, Bandung.
- Sugiyono. (2019). *Quantitative, Qualitative & R&D Research Methods*. Bandung: Alfabeta
- Suhendra, E., & Anwar, M. (2021). The influence of compensation, motivation, and job satisfaction on employee performance in the banking sector in Jakarta. *Journal of Economics and Management*, 15(2), 211-224.
- Sunyoto. (2013). *Motivation*. In M. S. P. Hasibuan (Ed.), *Human Resource Management*. PT Bumi Aksara.
- Sutrisno, E. (2010). *Human Resource Management*. Kencana Prenada Media Group.
- Thamrin, H. (2019). *Human Resource Management: Theory and Application*. Jakarta: Gramedia.
- Thapa, R. (2023). El impacto de la compensación en el rendimiento de los empleados. *Revista de Gestión de Recursos Humanos*, 12(3), 45-60.
- Utami, I. N., & Supriyadi, T. (2023). The influence of work motivation on employee performance with work discipline as a moderating variable (Case study at PT DEF Surabaya). *Journal of Management and Entrepreneurship*, 15(1), 77-89.

- Werther, W. B., & Davis, K. (1996). *Gestión de recursos humanos y personal* (5th ed., p. 381). McGraw-Hill.
- Yanto, R. B. A., & Sitio, V. S. S. (2020). The Influence of Recruitment, Selection, and Motivation on the Performance of Production Department Employees at PT. Kingfood Bekasi. *Unsurya Student Management Scientific Journal*, 1(1), 15.