

*Research Article*

## **The Influence of Work Motivation, Leadership Style, and Compensation on Employee Performance**

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### **Abstract**

This study aims to determine the effect of work motivation, leadership style, and compensation on employee performance. This research is designed as explanatory research. The research population is the employees of PT. Inti Bangun Sejahtera (IBS) helpdesk fiber optic and transmission division with a sample of 50 respondents. Data was collected using a questionnaire instrument. Data analysis using the Partial Least Square Structural Equation Modeling Method. The results of the study show that work motivation, leadership style, and compensation can be used as models that have a great fit to be used as models that can predict their effect on employee performance. Work motivation has a positive effect on employee performance; Leadership style has a positive effect on employee performance; and compensation does not affect employee performance. Companies must be able to create comfort in order to improve the performance of the company's employees.

**Keywords:** Work Motivation, Leadership Style, Compensation, Employee Performance

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## **1. Introduction**

Indonesia is one of the most densely populated countries in the world, with a total population of around 269.6 million (BPS, 2020). Indonesia's large workforce will grow even bigger in the future, hence the importance of job creation. Individually and collectively, labor plays an important role in economic activity as a development agent and economic actor, which increases productivity and social welfare. In Indonesia, labor is one of the key economic factors and a plentiful resource. The more workers there is each year, the clearer this indication is from Table 1.

**Table 1. Indonesian Workers**

<b>Tahun</b>	<b>Total Labor (in millions)</b>
2016	127,8
2017	128,1
2018	133,9
2019	136,18
2020	137,91

Source: Central Bureau of Statistics accessed in 2020

The table above describes the data on Indonesian workers in the previous four years, which have increased yearly. In 2016 the Indonesian workforce reached 127.8 million people. In 2017 there was an increase of 0.2%, and in 2018 there was a fairly high increase of 4.5%. In 2019, Indonesia again experienced a 1.7% increase in the workforce. Meanwhile, in 2020 the Central Bureau of Statistics projects that Indonesia's workforce will reach 137.91 million people, which means an increase from the previous year. This fact shows an increase in the number of workers every year. Therefore, the workforce must have quality skills in order to be able to compete in the world of work.

Human resource management is a very important aspect in the running of an organization to achieve the vision, mission, strategy, and creation of organizational goals. In order for the organization's activities to run smoothly and continuously, for this reason, human resources are required to be superior and professional in their work for the progress and achievement of company goals. According to Sapitri (2016), every company, regardless of its form and type, will require human resources who can think, act skillfully, contribute highly, and have good performance. The same thing was also expressed by Nathania (2018), that a company's excellence and best performance cannot be separated from the performance of its employees. Optimal employee performance is the goal of achieving high work productivity. From these two statements, human resources who have good performance can support the company's success. Employee performance is the main element for achieving the success of a company. Motivation at work, a leader's style, and compensation are just a few variables influencing how well an employee performs.

Motivation at work has a positive impact, namely increasing organizational performance (Vanli, 2019). Motivation can also encourage employees to work harder and earnestly to achieve the desired goals. Motivation also affects the effectiveness of a manager. Because the ability of managers to motivate, influence, direct, and communicate well with employees will determine their effectiveness of these managers. Motivation is also an activity that causes, distributes, and maintains human behavior (Widhianingrum, 2017).

However, apart from needing motivation, a leader must have a leadership style under their responsibilities to improve employee performance. Leadership style is a pattern of behavior designed in such a way as to influence subordinates so that they can maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized (Nugroho & Hartono, 2016).

Another factor that can improve employee performance is compensation. According to Supomo & Nurhayati (2018), providing compensation can increase work performance and employee motivation and bring about job satisfaction. Therefore, the attention of an organization or company toward rational and fair compensation arrangements is needed. If an organization provides compensation not based on fairness, it will harm the organization itself. Kasmir (2015) stated that compensation is remuneration the company provides to its employees, both financial and non-financial.

This study aimed to find out and understand whether work motivation, leadership style, and compensation affect employee performance at PT. IBS. The results of this research are expected to

contribute to the development of science in general and in the field of management, especially human resource management, and to become a source of information or additional input material for companies as material for consideration in managing human resources, especially in terms of motivation, leadership style and compensation for employee performance.

## **2. Literature Review and Hypothesis**

### **Balance Theory**

The grand theory used in this research is the theory of balance. According to Wexley and Yukl in Sinambela (2016), performance implements the balance theory. According to him, someone will show optimal performance if he benefits and there is a stimulus (inducement) in his work in a fair and reasonable (Indriasari et al., 2018).

According to Siagian (2015) what is meant by work motivation is the driving force that results in a member of the organization willing and willing to mobilize abilities in the form of expertise and skills of personnel and time to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve the goals set by the previous agency. Conceptually, motivation is a driving force factor for an employee who raises and directs behavior. This urge to behave can be triggered by an external stimulus or born from within that person in the individual's physiological and thought processes. This means there is an imbalance or dissatisfaction within the employee's relationship with the environment. Hence, employees identify goals and feel the need to behave in order to achieve that goals. The higher employees' motivation, the maximum performance results will be created. Research conducted by Sidanti (2015), Novyanti (2015), Hasibuan & Silvya (2015), and Mohamud & Ibrahim (2017) concluded that work motivation has a positive and significant effect on employee performance.

### **H1: Work Motivation has a positive and significant effect on Employee Performance**

According to Kartono (2016), a leader's style is their capacity to direct the behavior of others, whether they be subordinates or groups, to further organizational or group objectives. The power of leadership taken by a leader will greatly affect the performance of employees in carrying out the vision and mission company. Selection of the right leadership style will also lead to achieving the company's goals precisely. Vice versa, when a leader needs to be corrected in taking a leadership style, then directing company goals according to the vision and mission will also be difficult. Leadership style is the capacity to persuade a team to achieve objectives. Employee performance reflects how well they can accomplish organizational goals and objectives. The results of research on leadership on work motivation conducted by Maabuat (2016), Nugroho & Hartono (2016), and Nugroho et al. (2019) concluded that leadership style has a positive and significant effect on employee performance.

### **H2: Leadership style has a positive and significant effect on Employee Performance**

According to Parmin (2017), compensation is divided into two, namely, direct compensation and indirect compensation. Direct compensation usually affects job satisfaction. Indirect compensation also has a role that is no less important to improve employee performance. Indirect compensation includes holiday allowances and health benefits. One way for management to improve employee performance is through compensation. Compensation can be defined as something employees receive as remuneration for their work. Good compensation in the form of financial and non-financial must be done according to the size of the employee's workload so that later it does not happen error in awarding this compensation. The results of research on compensation on employee performance, according to Jufrizen (2017), Leonardo (2015), Asmawana et al. (2018), and Jean & Ngui (2017) conclude that compensation has a positive and significant effect on employee performance.

### **H3: Compensation has a positive and significant effect on Employee Performance**

The higher the motivation possessed by employees, the maximum performance results will be created, and company leaders must be able to apply a leadership style that can grow or build the motivation and enthusiasm of their employees to get maximum results. A comfortable and

conducive work environment will also affect an employee's performance.

**H4: Work Motivation, Leadership Style, and Compensation can be used as a model for Employee Performance**

### 3. Data and Method

#### Types of research

The type of research used in this research is quantitative. This study uses a quantitative approach to research certain populations or samples, data collection uses research instruments, and data analysis is statistical, aiming to test established hypotheses (Santosa & Hidayat, 2014; Sugiyono, 2017).

#### Method of collecting data

The quantitative approach is a research method based on the philosophy of positivism, used to research certain populations or samples Sugiyono (2017). This study obtained research results through a questionnaire. The type of data in this study is subjective. The source of data used is primary data. According to Sugiyono (2017), what is meant by primary data is a data source that directly provides data to data collectors. The primary data used comes from respondents who are employees of PT Inti Bangun Sejahtera through filling out questionnaires and is measured using a Likert scale.

#### Population and Sample

The 50 employees of PT. Inti Bangun Sejahtera makes up the population of this study. Using the population as samples is a sampling technique known as saturated sampling. Numerous members of the study's population make up the sample.

#### Data analysis method

This study measures each indicator using an ordinal scale. Data analysis in this study will be processed through statistical calculations using Warp-PLS software. PLS is a measurement method for testing problematic hypotheses with complex relationships between variables, but the data sample is manageable. This data analysis method consists of evaluating measurement models, structural measurements, and hypothesis testing.

## 4. Results

#### Evaluation of Measurement Models

In using the PLS-SEM method, an evaluation of the variable research model was carried out. In this study, the evaluation was carried out by looking at the value of the reliability of the indicators (indicator reliability) using the loading factor and overall construct reliability. The results of the measurement model for work motivation variables can be seen in Table 1:

**Table 1. Evaluation of the Work Motivation Variable Measurement Model**

Item	Indicator Item	Loading Factor	P-Value
Behavior Direction	MK1	0.568	<0.001
	MK2	0.309	0.009
	MK3	0.351	0.003
Business Level	MK4	0.614	<0.001
	MK5	0.698	<0.001
	MK6	0.670	<0.001
Persistence Level	MK7	0.576	<0.001
	MK8	0.388	0.001
	MK9	0.728	<0.001

*Composite Reliability 0,792 > 0,7*

Source: Data Processing Results, 2021

The results of the measurement model for work motivation variables in the table above that all indicators that make up the construct of work motivation variables are due to their composite reliability value of 0.792 and greater than 0.7. All Items provide a fairly decent role.

The results of the measurement model for the Leadership Style variable can be seen in Table 2:

<b>Table 2. Evaluation of Leadership Style Measurement Model</b>			
Item	Indicator Item	Loading Factor	P-Value
Directive Leadership Style	GK1	0.484	<0.001
	GK2	0.610	<0.001
	GK3	0.438	<0.001
Consultative Leadership Style	GK4	0.530	<0.001
	GK5	0.751	<0.001
	GK6	0.622	<0.001
Participative Leadership Style	GK7	0.648	<0.001
	GK8	0.641	<0.001
	GK9	0.681	<0.001
Delegative Leadership Style	GK11	0.477	<0.001
	GK12	0.396	0.001
<i>Composite Reliability 0,844 &gt; 0,7</i>			

Source: Data Processing Results, 2021

The results of the measurement model for the Leadership Style variable can be seen in the table above. All indicators that comprise the Leadership Style variable construct are due to their composite reliability value of 0.844 and greater than 0.7. All Items provide a fairly decent role.

The results of the measurement model for the compensation variable can be seen in Table 3:

<b>Table 3. Evaluation of the Compensation Variable Measurement Model</b>			
	Indicator Item	Loading Factor	P-Value
Direct Compensation	KP1	0.674	<0.001
	KP2	0.722	<0.001
	KP3	0.761	<0.001
Indirect Compensation	KP4	0.327	0.006
	KP6	0.278	0.017
<i>Composite Reliability 0,945 &gt; 0.7</i>			

Source: Data Processing Results, 2021

The measurement model results for organizational culture variables can be seen in the table above. Overall, all indicators that form the construct of organizational culture variables can measure the construct. Thus the composite reliability value is 0.701, which is > 0.7 as the standard.

The results of the measurement model for employee performance variables can be seen in Table 4:

<b>Table 4. Evaluation of the Employee performance Variable Measurement Model</b>			
	Indicator Item	Loading Factor	P-Value
Working Quantity	KK1	0.719	<0.001
	KK2	0.664	<0.001
	KK3	0.731	<0.001
Work Quality	KK4	0.353	0.003
	KK5	0.622	<0.001
	KK6	0.596	<0.001

Time Utilization	KK7	0.617	<0.001
	KK8	0.435	<0.001
	KK9	0.451	<0.001
Cooperation	KK10	0.558	<0.001
	KK11	0.615	<0.001
	KK12	0.434	<0.001
<i>Composite Reliability 0,852 &gt; 0.7</i>			

Source: Data Processing Results, 2021

The results of the measurement model for work motivation variables can be seen in the table above. All indicators that comprise the construct of work motivation variables are due to their composite reliability value of 0.852 and greater than 0.7. All Items provide a fairly decent role.

### Structural Model Evaluation

In a study, finding a suitable model (fit) is one of the goals to be achieved to see whether the independent variable acts as an X variable that can affect the dependent variable. For this reason, it is necessary to evaluate the structural or inner models. Evaluation of the model uses a certain size with the recommended rule of thumb, as shown in Table 5:

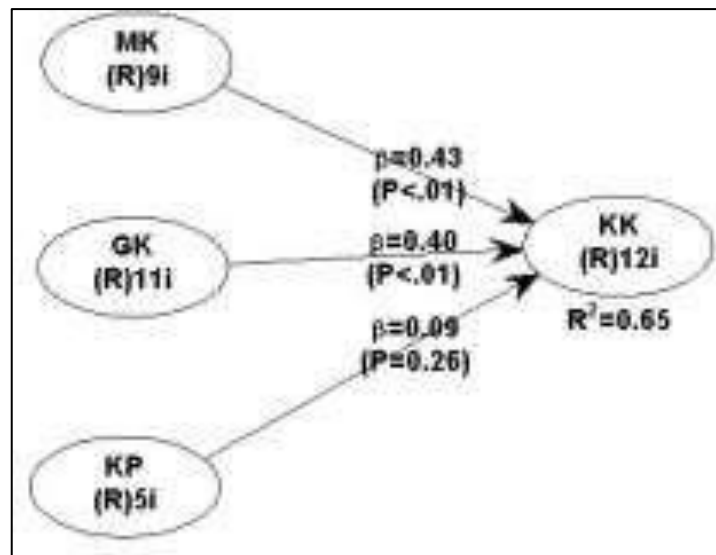
**Table 5. Results of Structural Model Evaluation**

Evaluation Size	Evaluation Size	Evaluation Size
R-Square	Very strong model $\geq 0.70$ , strong 0.46 - 0.70, moderate 0.26 - 0.45, weak $\leq 0.25$	$R^2 = 0,645$
$Q^2$ (Predictive Relevance)	$Q^2 > 0$ = the model has predictive relevance, $Q^2 < 0$ the model lacks predictive relevance	$Q^2 = 0,640$
Tenenhaus Goodness of FIT (GoF)	Small if $\geq 0.1$ , medium $\geq 0.25$ , large $\geq 0.36$	(GOF) = 0,463

Source: Data Processing Results, 2021

Based on the results of the model test, it can be seen that the model has good suitability or fit, where the resulting Tenenhaus Goodness of fit (GoF) value is  $0.463 \geq 0.36$ , which indicates that the suitability of the model is large, which means that the suitability of the model is very good. Work motivation, leadership style, and compensation for employee performance have an  $R^2$  value for the structural model analysis of 0.645, which indicates that these three factors account for 65% of the total influence, with the remaining 35% being influenced by other variables that do not discuss in this study. This result illustrates that the influence between variables in the model is strong because the value of  $R^2$  is included in the criteria of 0.46-0.70. This model has relevance in predicting (predictive relevance) the relationship between variables. This is indicated by the  $Q^2$  value of  $0.640 > 0$ . The results of data analysis using the WarpPls software produce a pattern of relationships between variables which can be seen in Figure 1:





Source: Data Processing Results, 2021

Figure 1. Flowchart Between Variables

### Research Hypothesis Testing

The results of testing the path coefficient of influence between variables, directly and indirectly, are presented in Table 6. The results of this analysis are used to test the research hypotheses that have been proposed.

Table 6. Research Hypothesis Testing Results

Variable Relation	Coefficient	P-Value	Information
Work motivation → Employee Performance	0,43	0,01	Significant
Style Leadership → Employee Performance	0,40	0,01	Significant
Compensation → Employee Performance	0,09	0,40	Not Significant

Source: Data Processing Results, 2022

1. Work motivation has a positive and significant effect on employee performance, as evidenced by a coefficient of 0.43 and a p-value of 0.01.
2. Leadership style has a positive and significant effect on employee performance, with a coefficient of 0.40 and a p-value of 0.01.
3. Compensation does not affect employee performance, with a coefficient value of 0.09 and a p-value of 0.40.

## 5. Discussion

### The Effect of Work Motivation on Employee Performance

Based on the path coefficient analysis, significant results were obtained, reinforced by the resulting p-value of  $0.01 < 0.05$  and the work motivation coefficient value of 0.43 in a positive direction. Therefore H1 is accepted. Thus, the stronger the work motivation, the higher the employee's performance. Vice versa, the weaker the work motivation, the lower the employee's performance. PT. IBS appreciates the achievements or work results achieved so that employees are motivated to improve their performance every day. This study's results align with research conducted by Sidanti (2015) and Novyanti (2015), which state that works motivation has a positive and significant effect on employee performance.

### The Effect of Leadership Style on Employee Performance

Based on the path coefficient analysis, significant results were obtained, reinforced by the resulting p-value of  $0.01 < 0.05$  and the leadership style coefficient value of 0.40 in a positive direction.

Therefore H2 is accepted. Thus, the higher the leadership style, the higher the employee performance. Vice versa, the lower the leadership style, the lower the employee's performance. PT. Inti Bangun Sejahtera gives confidence to its employees so that employees can work not under pressure and employees can maximize their performance. This study's results align with research conducted by Maabuat (2016) and Nugroho & Hartono (2016), which states that leadership style has a positive and significant effect on employee performance.

### **The Effect of Compensation on Employee Performance**

Based on the path coefficient analysis, the resulting p-value is  $0.40 > 0.05$ , and the compensation coefficient is 0.09. Therefore H3 is rejected. This finding is because the company needs to pay more attention to compensation than following what employees expect, such as holiday allowances and timely salary payments. This study's results align with Mundakir & Zainuri (2018) research, which states that compensation does not affect employee performance.

### **Work Motivation, Leadership Style, and Compensation can be used as models that influence Employee Performance.**

The results of a path analysis demonstrate that employee performance can be influenced by work motivation, leadership style, and compensation. The work motivation, leadership style, and compensation for employee performance research have an R2 value of 0.645, indicating that these three factors affect employee performance by 65%, with the remaining 35% being influenced by other factors not covered in this study. This result illustrates that the influence between variables in the model is strong and meets the good requirements because the R2 value is included in the criteria of 0.46-0.70. This model has relevance in predicting (predictive relevance) the relationship between variables. This is indicated by the Q2 value of  $0.640 > 0$ . Thus it can be concluded that H4 is accepted.

## **6. Conclusion**

Based on the analysis and discussion results, it was concluded that work motivation has a positive and significant effect on employee performance at PT. IBS. The stronger the work motivation, the higher the employee performance. Vice versa, the weaker the work motivation, the lower the employee's performance; leadership style has a positive and significant effect on the performance of employees of PT. IBS. The higher the leadership style, the higher the employee performance. Vice versa, if the lower the leadership style, the lower the employee's performance; compensation does not affect the performance of employees of PT. IBS This is because the company pays less attention to compensation than is by what employees expect, such as holiday allowances and timely salary payments. Work motivation, leadership style, and compensation can be used as models that influence employee performance.

Leaders are judged to need to develop an attitude to attract the attention of employees who have felt weak by employees. This matter can be improved with more frequent attendance in the center employee. The presence of a leader more often will make leaders close to employees so that employees will improve their performance. Leaders need to give a little flexibility to employees to do the task in their way, and this also gives more responsibility to each individual. Leaders and managers need to take a variety of approaches to employees to emphasize the value of loyalty and loyalty to the organization, such as awarding that can be done to improve employee loyalty and satisfaction at work.

## **Recommendation**

Based on the research results, the suggestion in this research is to hold work evaluations so that employees can convey ideas or ideas that support company goals because it makes employees feel valued and stimulates employee performance. Leader of PT. IBS could pay more attention to its employees and invite employees to participate in making decisions and policies together. The firm should raise their salary or extra allowances for consumption to motivate employees' morale further. So, the firm can consider increasing salaries and benefits for their employees. If the basic needs are met, then the performance will increase.



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