

The Impact of Pay and Perquipment on Worker Performance at UD Nilam Sari Nganjuk

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ABSTRACT

This study examines the impact of pay and perquisites on worker performance at UD Nilam Sari Nganjuk. The research aims to identify the extent to which financial compensation and non-financial benefits influence employees' productivity and job satisfaction. Using a quantitative research design, data were collected through surveys distributed to 50 employees of the company. The findings indicate a significant positive relationship between pay and worker performance, suggesting that competitive salaries motivate employees to perform better. Similarly, the provision of perquisites, such as bonuses, allowances, and welfare benefits, was found to enhance employee satisfaction and overall productivity. The study concludes that optimizing both pay and perquisites can serve as a strategic tool to boost worker performance and organizational effectiveness. Recommendations for the company include periodic salary reviews and the introduction of innovative employee benefits to sustain motivation and improve performance.

Keywords: Worker Performance, Financial Compensation, Non-Financial Benefits, Job Satisfaction, and Productivity.



INTRODUCTION

One cannot divorce a government agency or business from the people who work there, regardless of their age, gender, or level of competency. These people collaborate to achieve a common objective. Additionally, in order to reduce potential future harm that could be harmful to the organization, organizations must acknowledge the rights that individuals must have. When an employee's performance starts to suffer, it is right to provide for all of their material and non-material needs, including social, psychological, and appreciation needs (Nitisemito, 2012). Stated differently, a company and the people who work for it (its workers) are inextricably linked. A company's or organization's advancement depends on its leadership style. Employees will look up to leaders with a clear vision and direction as well as who treat them well; this will enhance staff productivity (Yap, 2021).

In today's environment, economic events happen more quickly and are harder to forecast. This aligns with the growing sophistication of scientific and technological advancements. Due to these circumstances, businesses and organizations must fight to raise the standard of their own operations by implementing changes and becoming ready for a variety of difficulties and shifts that are becoming more complex and unpredictable. Future problems include building an organization that requires efficient and effective management. To accomplish shared objectives and maximize outcomes, organizations must be able to manage all of their resources, including human resources, in terms of welfare and performance.

There are numerous governmental agencies in Indonesia, each with specific responsibilities across a range of industries. Employees at these agencies must also lead organizational efforts toward the accomplishment of set objectives. Government agencies, like other companies, face a variety of challenging HRM issues, ranging from pay and benefits to performance-related concerns. Employees have a critical role in both the organization's ability to sustain itself and meet its objectives. Workers are an asset that the company needs to take care of. Positive effects on the organization will also come from performing employees. Employee performance affects the performance of the organization. This suggests that the effectiveness of an organization as a whole is greatly influenced by the performance of its employees. This means that an organization's ability to grow and succeed ultimately rests on its workforce.

Employee performance has a significant impact on a company's success, so every organization will work to enhance employee performance in order to maximize company goals. Their motivation for work and satisfaction with their work ultimately translate into performance. Companies can enhance employee performance in a variety of ways, including by offering pay, benefits, education, training, and workplace facilities that are specifically designed for employees. It is believed that by using these techniques, staff members will perform to the best of their abilities in fulfilling their duties.

Paying salaries is one way for business leaders to show their concern for their workforce and help create goal alignment, as salaries are a type of reciprocation between the organization and its human resources. Pay can encourage workers to put forth more effort and can also enhance work performance. As such, it is imperative that companies pay close attention to equitable and logical wage arrangements. Employees receive compensation in the form of salary, which is guaranteed. This implies that even in the event that an employee is absent from work, their salary will still be paid.

Companies must offer perks to eligible employees who have a significant impact on the business in addition to salary in order to enhance employee performance. All additional monetary payments made by employers to staff members on a regular or sporadic basis are known as allowances. Employees receive all forms of compensation, both monetary and non-monetary, appropriately and fairly for their contributions to the accomplishment of organizational objectives.

Performance-driven employees are a vital resource for the company. Because the business essentially wants to achieve goals over the long run for the sustainability of the organization, in addition to short-term goals, these potential employees must be well-maintained, cared for, and employed. Organizations must recognize the value of having high-caliber human resources and have a thorough understanding of the reasons behind these resources' actions. In order for a company to grow and develop in the right directions and to preserve its integrity, employees are essential to its operations.

Paying salaries is one way for business leaders to show their concern for their workforce and help create goal alignment, as salaries are a type of reciprocation between the organization and its human resources. Pay can encourage workers to put forth more effort and can also enhance work performance. As such, it is imperative that companies pay close attention to equitable and logical wage arrangements. According to Nitisemito, a salary is compensation given to employees with clear promises. This implies that even in the event that an employee is absent from work, their salary will still be paid (Nitisemito, 2021).

Companies must offer perks to eligible employees who have a significant impact on the business in addition to salary in order to enhance employee performance. Allowances are any extra monetary payments made by employers to their staff, either on a regular or sporadic basis (Nitisemito, 2021). Employees receive all forms of compensation, both monetary and non-monetary, appropriately and fairly for their contributions to the accomplishment of organizational objectives (Siagian, 2019).

Dessler, defines allowances as a part of income or service pay that isn't directly tied to an employee's performance goals, position, or task's level of difficulty (Dessler, 2020). Employees who receive allowances are paid extra money in exchange for their performance, which helps to increase their motivation at work. This is consistent with Mulyadi research, which explains how perks affect workers'

motivation at work. This demonstrates that workers who receive benefits will perform to the best of their abilities (Mulyadi's, 2020).

Performance research is critical to businesses because it can be used to monitor and improve processes as well as evaluate quality, quantity, employee motivation, and change efficiency. Maintaining business survival and boosting productivity require optimal staff performance. Every business wants to reward its workers for their contributions in a variety of ways, and paying salaries and benefits that are anticipated to raise output is only one of those methods.

UD's Past: Patchouli Sari Nganjuk



Source: Processed Primary Data, 2024

Figure 1. Patchouli Leaf Oil Products

Small and Medium Enterprises (SMEs) are businesses that have many problems, but running a business like this is very interesting to advance the economy in the finances of the entrepreneurs themselves in particular and society in general. UD Patchouli Sari Nganjuk is a CV patchouli leaf oil processing industry. Patchouli Sari in the Nganjuk region (East Java), it can be estimated that investment in the patchouli leaf oil processing industry at CV Nilam Sari can reach more than Rp. 1 billion business turnover every year. The prospects for the patchouli leaf oil processing industry are very promising.

Currently, the patchouli leaf/essential oil processing industry, CV Nilam Sari in the Nganjuk area is able to employ direct and indirect workers. This research will discuss the problem, namely regarding the influence of motivation and work environment on employee job satisfaction at UD Patchouli Sari Nganjuk. This was done by researchers to obtain more complete, in-depth, credible and meaningful

information and data so that researchers felt that the objectives of this research could be achieved. The key informant in this research is the CV owner. Nilam Sari is Mr Muryono.

Profile

The company that this researcher examined is CV Nilam Sari, which turns patchouli leaves and essentials into crude oil for use in producing a variety of large industrial products. For instance, the pharmaceutical and perfume industries both use patchouli oil as a raw material in the formulation of their products. CV Nilam Sari is located in Sawahan Village, Sawahan District, Nganjuk Regency 64475. CV Nilam Sari was founded on its inauguration date, November 9 2009. And started its business a week after the inauguration date. Actually, Mr Muryono before working at CV Nilam Sari, he is also involved in the business of processing clove leaf oil which is processed into crude clove oil, but this business is still in the form of UD, namely UD Sari Food. After UD Pangan Sari was successful, Mr. Muryono founded the CV Nilam Sari business with his partner, Mrs. Karsiati. In this company, Mr. Muryono played the role of an active ally and Mrs. Karsiati played the role of a passive ally.

LITERATURE REVIEW

Salary

Recognizing Salary Salaries are defined as compensation in the form of money that employees receive as a result of their status as employees who help a company or organization achieve its goals (Kadarisman, 2021). It may also be described as a set salary that an individual earns as a result of his or her position within a business or organization. Salary is defined as compensation given to employees with certain assurances (Maruli, 2021). This implies that even in the event that an employee is absent from work, their salary will still be paid.

One of the intrinsic benefits one can obtain through work activities is compensation in the form of earnings or salaries. They can assist companies in motivating these employees to put in a lot of effort in order to perform well. However, if there is a problem with it, the benefits offered may result in complaints, strikes, workers ceasing to work, workers not showing up for work, and occasionally signs of deteriorating physical and mental health. It is a fact that incentives are a highly intricate matter that requires careful consideration.

According to Hasibuan, is compensation that permanent employees get on a regular basis and is guaranteed (Hasibuan, 2019). According to Jackson, pay is a type of compensation that is correlated with an individual's, a group's, or an organization's performance. This assertion is further backed by their findings (Jackson, 2020).

Salary or wages are workers' rights that are received and expressed in monetary form as compensation for providing salaries to workers determined and paid in accordance with a work agreement, agreement, or statutory regulations, including allowances for workers and their families for

work and/or services that have been or will be performed. This is according to UU No. 40 Article 1 Paragraph 30 of 2004 concerning SJSN. Salary is a sort of compensation that employees receive based on their labor, according to (Dessler G. , 2020).

It is clear from the definition above that a salary is a type of payment made to employees on a regular basis in exchange for the work they perform. According to (Mulyadi, 2020) a salary is defined as "generally payment for the delivery of services carried out by employees who have a manager level position; salaries are typically paid regularly each month."

Payroll Goals

Paying salaries has the following goals, (Kadarisman, 2021) :

1. Collaborative connections: An official cooperative tie is formed between the employer and the employee through salary payments. Workers have a responsibility to perform their jobs effectively, and employers or business owners have a duty to pay salaries as specified in the contract.
2. Contentment at work: Employees will be able to satisfy their egoistic, social status, and bodily requirements with compensation, which will lead to a sense of fulfillment in their work.
3. Efficient acquisition: It will be simpler for the business to hire suitable workers if the compensation plan is put up large enough.
4. Motivation: Supervisors can easily motivate their staff members if they are paid a sizeable enough salary.
5. Stability of employees: Employee stability is more assured with a compensation plan built on reasonable and fair principles and competitive external consistency since turnover is comparatively low.
6. Discipline: Employee discipline will improve with sufficient compensation. Workers shall understand relevant regulations and abide by them.
7. The impact of labor unions: Employee focus may be maintained and labor union influence can be minimized with an effective remuneration plan.
8. The role of the government: Government action can be avoided if the salary scheme conforms with applicable legislation (such as minimum salary restrictions).

Pay Indicators

Kurniawati, identified the following compensation indicators (Kurniawati, 2019):

1. Feasibility: Employees should always be paid a reasonable salary. Employees who do effectively are entitled to a higher compensation, and those who have worked for the company for a long time or at an acceptable age will also expect a respectable salary from it.
2. Workplace Motivation: The sense of accomplishment that comes with earning a wage encourages people to work harder and put in more effort in order to receive a fair wage.

3. Job satisfaction is the sense that comes from knowing that the company values and needs the work that employees do. This feeling is a result of paying employees according to personal characteristics like seniority and performance level.

Employee Outcomes

According to Sandy, performance or work achievement is defined as an individual's overall degree of success in completing tasks within a given time frame in relation to a range of possibilities, including predetermined and mutually agreed upon standard work results, targets, goals, or criteria (Sandy, 2020). Moeheriono, defines performance, on the other hand, as the degree to which an activity, program, or policy realizes an organization's vision, mission, goals, and objectives as stated through strategic planning (Moeheriono, 2021).

Abdullah, offered a further definition of performance. Work that is closely linked to the organization's strategic goals, customer happiness, and making financial contributions results in performance (Abdullah, 2019).

It is clear from the many definitions of performance given above that performance is defined as the output that workers achieve in a given amount of time in accordance with standards. Employee performance is measured by the amount, caliber, and promptness with which they do jobs.

Employee performance, both individually and collectively, has a bearing on whether an organization performs successfully. The general rule is that the more well workers perform, the better the firm is predicted to function. Accordingly, this study uses six factors to gauge each employee's level of performance, which are as follows (Prawirosentono, 2021):

1. Excellence: The point at which the intended activity outcomes are almost flawless in the sense that they satisfy the activity's anticipated aims and adhere to an ideal method of performance.
2. Volume: It is the quantity generated, stated in words like the quantity of units created or the quantity of completed activity cycles. Employee opinions about the number of tasks assigned and the outcomes are used to calculate quantity.
3. Timeliness: The extent to which an activity is finished by the designated start time, as judged by how well it aligns with the output outcomes and how best to use the time allotted for subsequent tasks. Employee perceptions of an activity that is finished as soon as possible before it is output are used to gauge timeliness.

Employee Performance Standards

Performance standards, according to Henderson, outline the outcomes that need to happen following a task that is satisfactorily completed. Performance standards are statements of expectations, requirements, or performance thresholds that each component must meet at a specific performance level (Vebiyanti, 2019).

Measurement of Employee Performance

According to Whittaker, performance assessment is a management instrument that raises the standard of responsibility and decision-making. Goals and objectives are also evaluated through performance measurement. The performance criteria listed below can be used in the following methods to gauge performance:

1. Amount: Employee performance is evaluated in relation to the amount that has to be accomplished (quantitative measurement) by contrasting it with the quantity criteria established by the business.
2. Quality Having to do with the level of production, that is, how well or poorly a firm completes its work, quality standards are challenging to quantify or ascertain, but they are crucial since they provide a benchmark for both company completion and the accomplishment of its objectives.
3. Timeliness: Concerning the appropriateness of the time that has been selected. In this situation, the choice of time criteria is typically made using past performance or an analysis of how time passes.

RESEARCH METHODS

This study uses a quantitative research method because the research data is in the form of numbers and is analyzed using statistics and has met scientific principles, namely concrete, objective, measurable, rational, and systematic. This research was conducted at UD Nilam sari nganjuk, precisely located on Jl. Sedudo RT 06 RW 02 Sawahan, Nganjuk, East Java 64475, with a research focus on the effect of salary and benefits on employee performance. While the time of this research starts from January 2024-March 2024.

The research population is all employees at UD Nilam sari nganjuk, with a total population of 125. The sample in this study is some of the employees at UD Nilam sari nganjuk, namely 33 respondents from the 125 employee population at UD Nilam sari nganjuk. Based on the calculations that have been carried out using the formula above, a sample of 33 respondents was obtained from the 125 employee population at UD Nilam sari nganjuk. In this study there are two types of data sources, namely: Primary data and Secondary data In this study, two techniques were used in data collection as follows: Interview, Library study method and Questionnaire method The data analysis method used in this study is Data validity and reliability test Validity test, Reliability test, Classical assumption test, Normality test, Autocorrelation test, Multicollinearity test, Heteroscedasticity test, Multiple linear regression analysis, Determinant coefficient (R^2) and Hypothesis test used t test (partial) and f test (simultaneous test)

RESULTS

Description of The Variable Salary (X_1)

Table 1. Description of The Variable Salary (X_1)

No.	Item	Respondent's Answer										Quantity	
		STS		TS		N		S		SS			
		F	%	F	%	F	%	F	%	F	%	F	%
1.	The pay is commensurate With the Amount of work The employee does.	0	0	2	6,06	7	21,21	19	57,57	5	15,15	33	100
2.	The pay is commensurate With the Position held By the employee.	0	0	6	18.18	9	27.27	16	48.48	2	6.06	33	100
3.	The pay boosts Morale among The work force.	0	0	5	15.15	9	27.27	14	42.42	5	15.15	33	100
4.	The pay increases employees' self-assurance	0	0	4	12.12	10	30.30	11	33.33	8	24.24	33	100
5.	Workers are Content with the pay that the Company offers.	0	0	17	51.51	8	24.24	5	15.15	3	9.09	33	100
6.	Workers are Content with the pay that the Company offers.	0	0	2	6.06	2	6.06	20	60.6	9	27.27	33	100

Source: Data Processed, 2024

As can be observed from the wage variable description table above, the most notable finding is that employees are content with their pay, with 20 (60.60%) agreeing that compensation is determined by performance. One noteworthy feature is the salary paid based on the employee's workload. Of the respondents, 19 (57.57%) agreed that the company pays wages based on the effort of the employees. The pay determined by the employee's position comes in third. The fourth item is that paying employees boosts their excitement for their work; 14 (42.42%) respondents agreed that if the company paid employees, they would be more excited to work. Regarding the fifth item, 11 (33.33%) respondents agreed that employees feel more confident about their work when they receive a wage from the company.

Regarding the final item, which asks whether workers are happy with their pay from the company, 5 (15.15%) of them say that it is commensurate with their work output.

Description of The Variable Allowance (X_2)

Table 2. Description of The Variable Allowance (X_2)

No.	Item	Respondent's Answer										Quantity	
		STS		TS		N		S		SS			
		F	%	F	%	F	%	F	%	F	%	F	%
1.	The pay is commensurate With the amount Of work the Employee does.	0	0	2	6.06	7	21.21	19	57.57	5	15.15	33	100
2.	The pay is commensurate With the position held by the employee.	0	0	6	18.18	9	27.27	16	48.48	2	6.06	33	100
3.	The pay boosts Morale among The work force.	0	0	5	15.15	9	27.27	14	42.42	5	15.15	33	100
4.	Salary that is Offered helps The employee understand Them selves more.	0	0	4	12.12	10	30.3	11	33.33	8	24.24	33	100
5.	Workers are Content with The pay that the company offers.	0	0	17	51.51	8	24.24	5	15.15	3	9.09	33	100
6.	Workers are Content with The pay that the company offers.	0	0	2	6.06	2	6.06	20	60.6	9	27.27	33	100

Source: Data Processed, 2024

The most striking finding from the table above that describes the Allowance variable is that 28 (84.84%) respondents agreed that giving allowances to employees makes them more enthusiastic about their work. One of the most notable findings from the table above that describes the Allowance variable is that 28 (84.84%) respondents agreed that giving allowances to employees makes them more excited about their work. The allocation of allowances based on workload is the second point. A total of 27 (81.81%) participants concurred that the organization offers benefits based on the workload of its staff members. The allowance item awarded based on the employee's position comes in third. 26 respondents, or 78.78%, agreed that the organization has paid out allowances based on the positions that its employees hold. The

fourth item on the list is "benefits that make employees more confident at work." Of the respondents, 21 (63.63%) agreed that such perks do just that. The fifth point is that the business offers a range of advantages to its staff members. 17 (51.51%) respondents agreed that the organization has given its employees a variety of advantages thus far. The final item is that the company provides allowances in the form of products; 16 (48.48%) respondents agreed that in addition to providing money-based allowances, the company also provides allowances in the form of goods.

Description of The Variable Performance (Y)

Table 3. Description of The Variable Performance (Y)

No.	Item	Respondent's Answer										Quantity	
		STS		TS		N		S		SS		F	%
		F	%	F	%	F	%	F	%	F	%		
1.	Workout put Complies with corporate requirements.	0	0	0	0	1	3,03	28	84,84	4	12,12	33	100
2.	Ensuring timely Completion of Work tasks.	0	0	3	9,09	5	15,15	22	66,66	3	9,09	33	100
3.	Capable of evaluating Employees that Are provided by An organization	0	0	0	0	0	0	32	96,96	1	3,03	33	100
4.	Thorough in Carrying out tasks.	0	0	0	0	3	9,09	30	90,9	0	0	33	100
5.	Attainment of Job quality in Relation to organizational Bench marks	0	0	0	0	2	6,06	29	87,87	2	6,06	33	100
6.	Discipline in the workplace	0	0	0	0	6	18,18	25	75,75	2	6,06	33	100

Source: Data Processed, 2024

According to the explanation of the performance indicators above, the ability to finish the duties assigned by the firm stands out the most. Of the respondents, 32 (96.96%) said they could finish the tasks assigned by the company with quality. Regarding the second item, "Conscientious in carrying out tasks," thirty respondents (90.90%) reported being meticulous in their job. Regarding the third issue, which is accomplishing work quality in comparison to corporate standards, 29 respondents (87.87%) said they could accomplish work quality in line with the firm's standards. Regarding the fourth category, which is work results in accordance with business standards, 22 respondents, or 66.66%, said that their work results met these criteria. In the fifth category, discipline at work, 25 respondents (75.75%) said they exercise extreme discipline there. The final criterion on the list was finishing work on time, a response that 22 respondents (66.66%) agreed with.

Reliability Test

Table 4. Results of Reliability Testing

No.	Variabel	Amount Items	Cronbach Alpha	Information
1	Pay Variable (X1)	6	0,769	Reliabel
2	Allowance Variable (X2)	6	0.784	Reliabel
3	Performance (Y)	6	0,847	Reliabel

Source: Data Processed, 2024

All of the statement items are good, according to the summary table of reliability results above, where the Cronbach's alpha values for Salary (X_1), Benefits (X_2), and Performance (Y) are 0.769, 0.784, and 0.847, respectively.

DISCUSSION

Salary's Effect on Employee Performance

According to the first hypothesis put forward, employee performance is influenced by salary. The t test result of 4.298 provides some evidence in support of this. This makes sense because it matches the respondents' answers about their salaries. Respondents said in their comments that the company's salary met or exceeded their expectations.

Benefits from Work and Their Impact on Employee Performance

According to the second hypothesis put out, performance is significantly impacted by work benefits. The value of 3.608 for the t test result serves as some evidence for this. This makes sense because it matches respondents' answers about the advantages of their jobs. Respondents claimed that the company's work benefits program has the ability to ensure job security for staff members.

Influence of Salary and Benefits on Employee Performance

According to the fourth hypothesis, performance is significantly impacted by pay and perks. The results of the poll make this clear; respondents said that the employer had given them respectable pay and perks.

CONCLUSION

The following conclusions from this research can be made based on the findings of the investigation and the analysis that was done:

1. Salary has a favorable and considerable impact on employee performance, hence raising salaries will boost workers' output.
2. Employee performance is positively and significantly impacted by work benefits; thus, an increase in work benefits will result in a rise in employee performance.
3. When the three independent variables—salary (X_1), work benefits (X_2), and work benefits—taken together, they significantly and favorably affect employee performance (Y). This implies that worker performance will rise if pay and benefits rise in tandem.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Nurul Nur Aini: Conceptualization, Supervision, Data Curation, Formal Analysis, Project Administration, Writing-original Draft, and Writing-review Editing. **Meme Rukmini:** Conceptualization, Resources, Software, Validation, Visualization, and Writing-review Editing. **Nonni Yap:** Funding Acquisition, Investigation, Writing-original Draft, and Writing-review Editing.

DECLARATION OF COMPETING INTEREST

The author declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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DATA AVAILABILITY

Data will be made available in request.

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