

Qualitative study on compensation and its implications on employee performance in companies

Literature review study

Shofi Eka Pratiwi¹, Dyah Eka Amelia², Silvi Hamidah³, Rizaldi Al Farisi⁴, Riyan Sisiawan Putra⁵

¹Management Department, Faculty of Economics, Business and Digital Technology, Universitas Nahdlatul Ulama Surabaya,
shofieka049.mj19@student.unusa.ac.id

²Management Department, Faculty of Economics, Business and Digital Technology, Universitas Nahdlatul Ulama Surabaya,
3230022066@student.unusa.ac.id

³Management Department, Faculty of Economics, Business and Digital Technology, Universitas Nahdlatul Ulama Surabaya,
3230022048@student.unusa.ac.id

⁴Management Department, Faculty of Economics, Business and Digital Technology, Universitas Nahdlatul Ulama Surabaya,
3230022080@student.unusa.ac.id

⁵Management Department, Faculty of Economics, Business and Digital Technology, Universitas Nahdlatul Ulama Surabaya,
riyan.sisiawan@unusa.ac.id

Article Info

Received June 19, 2025

Revised July 3, 2025

Published July 17, 2025

Keywords : *Human Resources, Compensation, Employees, Performance*

Abstract

One of the keys to a company success lies in the presence of quality human resources, namely competent employees who are able to deliver optimal performance. To achieve good performance from employees, it is important for us to provide appropriate and adequate compensation. Compensation is the reward provided by the company to employees, in both material and non-material forms, which employees utilize to meet their living needs. This research aims to examine the compensation system and its implications for employee performance in the company. This study aims to analyze the compensation system and its implications for employee performance in the company. With this qualitative approach, the research emphasizes the context of the problem being studied. The author uses a qualitative research method with a literature review journal. All references in this study are sourced from Google Scholar, Sinta, and other online media. Research findings reveal that

compensation has a positive impact on employees. Therefore, companies need to pay special attention to the compensation aspect in order to maintain and enhance employee performance. This form of compensation can include both financial and non-financial aspects, such as wages, allowances, social insurance, incentives, and comfortable facilities.

INTRODUCTION

Human resources (HR) or labor is a very important asset for a company. Therefore, labor management requires special attention, considering that the existence and quality of the workforce can influence the survival of the company in the future. With good management, a conducive work environment can be created, thereby increasing the productivity of the workforce in the company.

Employee performance is a behavior that results from tasks that can be observed and evaluated, where employee performance is a form of contribution made by an individual in achieving the goals of the organization (Rerung, 2019: 54, as cited in Husna & Prasetya, 2024). It can be concluded that employee performance is the effort made by workers to achieve satisfactory results, which in turn has a positive impact both on themselves and their work environment. Human resources, including individuals, currently play a very important role, as they are ultimately responsible for advancing the economy in the future.

Compensation is all income in the form of money, goods directly or indirectly received by employees as a reward or service provided to the company (Hasibuan, 2020:118). Compensation can also be defined as the reward given to employees in return for the work they have done. Compensation serves as a key factor that encourages employees to work. With the presence of financial compensation, employees can meet their living needs. In this case, it can be said that compensation has a significant impact on employee performance.

Therefore, this research aims to conduct a systematic literature review (SLR) related to compensation provision and its implications for employee performance in companies. By reviewing existing studies, this research will analyze the implications of compensation provision on employee performance. This literature review is expected to provide comprehensive and in-depth insights to support more inclusive policies and practices within a company, thereby helping to consider compensation aspects for employees to maintain and enhance their performance.

LITERATURE REVIEW

In a competitive work environment, understanding Human Resource Management well is crucial to optimizing employee capacity and achieving organizational success. Human resource management is a part of management that is responsible for managing the planning, organizing, directing, and controlling of various activities related to human resources within an organization. This encompasses all aspects related to employees, from the recruitment process, development, performance appraisal, to compensation and benefits management.

Edy Sutrisno stated that human resource management consists of planning, procurement, development, maintenance, and utilization of human resources to achieve goals both individually and organizationally. Meanwhile, according to Bintoro and Daryanto (as cited in Rorimpandey, 2022) human resource management is a science or methodology on how to manage the relationships and roles of owned resources (workforce) efficiently and effectively, maximizing their use to achieve the common goals of the company, employees, and society.

Research conducted by Wahyuni and Maretasari (2022), as well as Mustika Dahlia and Roni Fadli (2022), reveals that optimal human resource management through the provision of compensation and motivation contributes to the improvement of employee performance and effectiveness. These findings align with the views of Edy Sutrisno and Bintoro, which state that proper HR management can produce a workforce that is productive, competent, and has high loyalty to the company. Based on the explanation provided earlier, the author concludes that human resource management includes activities of planning, procurement, development, maintenance, and utilization of human resources effectively and efficiently to achieve organizational goals.

Compensation

Compensation is a form of appreciation given by the company to employees as a reward for their contributions and performance. According to Hasibuan (2017), compensation includes all income received by employees, whether in the form of money, goods, or other facilities, as a return for the services provided. Research conducted by Suwandi and Mahbub Mandahuri (2021) shows that compensation has a positive and significant effect on job satisfaction, which ultimately impacts performance improvement. A similar finding was also reported in the research by Putri Wahyuni and Rina Maretasari (2022), which concluded that compensation positively and significantly affects employee performance. Therefore, providing fair and proportional compensation not only serves as a form of recognition but also as a means to enhance employee motivation, satisfaction, and loyalty.

Employee Performance

Compensation is a form of reward given by the company to employees in return for their contributions and the results they have achieved. Hasibuan (2017) states that compensation includes all earnings received by employees, whether in the form of money, goods, or other facilities, as a reward for the services they provide. Based on research by Suwandi and Mahbub Mandahuri (2021), compensation has been shown to have a positive and significant influence on job satisfaction, which in turn encourages an increase in performance. Similar results were also found in the study by Putri Wahyuni and Rina Maretasari (2022), which indicated that compensation significantly affects employee performance. Therefore, providing fair and proportional compensation is not only a form of appreciation but also an important strategy in enhancing motivation, job satisfaction, and retaining employees in the long term.

The Relationship Between Compensation Provision and Employee Performance and Human Resource Management in Companies

Compensation provision is one of the important aspects in human resource management as it plays a significant role in driving employee performance improvement. Fairly and appropriately designed compensation, both in financial forms such as salaries and benefits, as well as non-financial forms such as recognition and comfort at work, has been proven to enhance performance, motivation, loyalty, and productivity of employees. Various previous studies have shown that a good compensation system not only affects individual performance improvement but can also strengthen the relationship between employees and the company and reduce turnover rates. In human resource management, compensation serves as a tool to balance the interests of the company with the welfare of employees, thereby supporting the achievement of organizational goals sustainably.

The improvement of human resource quality can be achieved through training, skill development, as well as the provision of salaries, bonuses, and benefits. Workers' rights include more than just wages; there are also forms of compensation such as money, allowances, and health insurance. It is important for companies to provide compensation so that employees feel valued and do not move to competing companies. Management needs to find ways to enhance, motivate, and increase employee job satisfaction through the provision of rewards in the form of compensation. The implementation of incentive programs or systems aims to clarify and display the relationship between performance and compensation. Thus, employees will feel motivated to develop themselves and improve their performance.

In addition to being a form of recognition for employee contributions, compensation

also serves as a tool to create a healthy working relationship between the company and the workforce. When rewards are given fairly and transparently, employees will feel valued and motivated to deliver their best performance. This not only enhances productivity but also fosters a sense of ownership towards the company. In the long term, a good recovery system can strengthen the internal stability of the company as it is capable of cultivating loyalty and reducing the risk of continuous employee turnover. Therefore, compensation is not just about the amount received, but also about how the system is applied comprehensively and sustainably.

METHODS

This research uses the literature review method. A literature review is an important process in research aimed at tracing, assessing, and synthesizing various sources of knowledge relevant to the research problem. By conducting a literature review, researchers can understand the development of theories and previous findings, avoid duplicate research, and strengthen the conceptual foundation of the research to be conducted. The data used in this study is derived from secondary data. Secondary data is information obtained by researchers through intermediaries such as directly from the source. Sources like Sinta, Garuda, and Google Scholar are used to search for articles, using keywords Human Resources, Compensation, Employees, and Performance in a company.

RESULTS AND DISCUSSION

Tabel 1. Previous Studies

No.	Nama Penulis	Judul	Metode Penelitian
1.	Rega Maulana, M. Ali Yusuf (2024)	Pengaruh Disiplin Kerja, Kerjasama Tim, dan Kompensasi terhadap Kinerja Karyawan generasi milenial di Perusahaan Manufaktur Plastik.	Deskriptif kuantitatif
2.	Chandra Lumban Gaol (2021)	Pengaruh Kompensasi dan Beban Kerja Terhadap Loyalitas Karyawan Pada PT. Artha Gita Sejahtera Medan.	Kuantitatif
3.	Cindy Kristina Butar Butar, Ari Sulistyowati, & Christhorus Wahyu Putra (2023)	Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Arsitek Highpolymer.	Kuantitatif
4.	Achmad Fauzan (2022)	Pengaruh Kompensasi terhadap Kinerja Karyawan yang dimediasi oleh Kepuasan Kerja dan Motivasi Karyawan di Perusahaan Manufaktur.	Kuantitatif
5.	Putri Wahyuni, Rina Maretasari (2022)	Pengaruh Kompensasi Dan Motivasi Kerja Terhadap Kinerja	Kuantitatif

No.	Nama Penulis	Judul	Metode Penelitian
		Karyawan Pada Perusahaan Jasa CV. Citra Abadi Cargo Sidoarjo	
6.	Mustika Dahlia & Roni Fadli (2022)	Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan Pada PT FYC Megasolusi di Tangerang Selatan	Kuantitatif
7.	Selva Dani (2023)	Pengaruh Kompensasi, Iklim Organisasi dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT. Cahaya Kawi Ultra Polyintraco Medan.	Kuantitatif
8.	Suwandi & Mahbub Mandahuri (2021)	Pengaruh Kompensasi Terhadap Kinerja Karyawan yang di Mediasi Kepuasan Kerja pada PT ISS Cikarang.	Kuantitatif
9.	Inna Nisawati Mardiani & Alfin Widiyanto (2021)	Pengaruh Work-Life Balance, Lingkungan Kerja dan Kompensasi terhadap Kinerja Karyawan PT Gunanusa Eramandiri	Kuantitatif
10.	Didi Wandu, Heri Sapari Kahpi, Fidziah, Zaenal Abidin (2022)	Pengaruh Kompensasi terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia	Kuantitatif
11.	Asep Efendi & Ignatius Yulianto (2022)	Pengaruh Teladan Pimpinan, Budaya Organisasi dan Kompensasi Terhadap Potensi Employee Fraud melalui Kepuasan Kerja dan Pengendalian Intern pada Perusahaan Manufaktur di Jawa Barat.	Mixed method
12.	Zahara Tussoleha Rony, Heri Fitriadi & Warkianto Widjaja (2023)	Pengaruh Turnover Intention Dan Kompensasi Terhadap Tingkat Retensi Karyawan Pada Perusahaan Manufaktur Di Jawa Barat.	Kuantitatif
13.	Aditya Trisna dan Eddy Guritno (2021)	Pengaruh Kompensasi Motivasi, dan Lingkungan Kerja terhadap Kinerja Karyawan PT. Saiba Cipta Selaras Kota Jakarta Selatan.	Kuantitatif
14.	Eiuis Lestari & Wenny Desty Febrian (2024)	Pengaruh Disiplin Kerja, Motivasi, dan Kompensasi Terhadap Kinerja Karyawan (Studi pada PT Billy Indonesia).	Kuantitatif
15.	Riswanda Imawan Firdaus & Roziana Ainul Hidayati (2022)	Pengaruh Disiplin kerja, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan PT Moya Kasri Wira Jatim.	Kuantitatif

The research findings show that work dicipline, team collaboration, and compensation have a significant simultaneous impact on the performance of millennial employees in the plastic manufacturing industry. In other words, these three factors must be considered simultaneously to improve employee performance (Rega Maulana and M. Ali Yusuf, 2024).

The research concludes that compensation and workload positively and significantly affect employee loyalty at PT Artha Gita Sejahtera Medan. This indicates that harmonizing

between a manageable workload and appropriate compensation can strengthen employee loyalty (Chandra Lumban Gaol, 2021).

Based on the research results, rewards and the work environment have a significant impact on employee performance. Employee performance at PT Aristek Highpolymer will improve along with the increase in satisfaction with rewards and the working situations experienced (Cindy Kristina Butar Butar and Ari Sulistyowati, 2023).

The results of the study indicate that providing compensation has a positive effect on motivation, satisfaction levels, and directly impacts employee performance. This underscores the importance of having an effective compensation system to enhance motivation and loyalty in the workplace (Achmad Fauzan, 2022).

Based on the research results, compensation and work motivation simultaneously affect employee performance at the service company CV. Citra Abadi Cargo. This indicates that both variables need to be improved simultaneously (Putri Wahyuni and Rina Maretasari, 2022).

Compensation and motivation have been shown to have a positive and significant impact on employee performance. This indicates that providing incentives, fulfillment of social needs, and recognition can enhance the work effectiveness of employees at PT FYC Megasolusi (Mustika Dahlia and Roni Fadli, 2022).

The research results reveal that compensation, organizational climate, and work environment significantly affect employee performance at PT Cahaya Kawi Ultra Polyntenco Medan. These three factors contribute together to produce productive employees (Selva Dani, 2023).

This research reveals that compensation has a positive and significant impact on job satisfaction, which in turn influences performance improvement. Job satisfaction is also proven to mediate the effect of compensation on performance (Suwandi and Mahbub Mandahuri, 2021).

Compensation, work-life balance, and the work environment influence employee performance. This indicates that besides financial aspects, life balance and the atmosphere at the workplace must also be a concern (Inna Nisawati Mardiani and Alfin Widiyanto, 2021).

The results of the trials show that compensation, both financial and non-financial, has a significant impact on employee performance. Employees who receive appropriate compensation will demonstrate better performance (Didi Wandi et al., 2022).

Research reveals that leadership role models, organizational culture, and compensation impact the potential for fraud mediated by job satisfaction and internal

controls. Job satisfaction suppresses the potential for fraud, highlighting the importance of an ethical work environment (Asep Efendi & Ignatius Yulianto, 2022).

Compensation and turnover intention have been proven to have a significant impact on employee retention rates. The better the compensation provided, the greater the employees' desire to remain working in the manufacturing company (Zahara Tussoleha et al., 2023).

Compensation, motivation, and the work environment have been shown to simultaneously affect employee performance, with the work environment variable being the most influential factor. A positive work environment is the main factor in determining productivity levels (Aditya Trisna and Eddy Guritno, 2021).

Work discipline, motivation, and compensation have been proven to have a significant impact on improving employee performance. This means that these three factors together contribute significantly to achieving work targets at PT Billy Indonesia (Eiuis Lestari and Wenny Desty Febrian, 2024).

Research findings show that work discipline and compensation have a significant effect on performance, while the work environment does not show a significant effect. High discipline and a balanced compensation system remain the main factors (Riswanda Imawan Firdaus and Roziana Ainul Hidayati, 2022).

From the discussion, it can be concluded that compensation is the most influential and significant factor affecting employee performance, loyalty, satisfaction, and retention across various types of industries and companies. Almost all studies mention both financial and non-financial resolutions as the main variables that positively impact various aspects of the employment relationship. Overall, achieving optimal employee performance relies on the synergy between recovery factors motivation, discipline, work environment, and conducive organizational support.

This Result Is In Line With Several Management And Work Psychology Theories As Follows:

1. Two Factor Theory-Frederich Herzbeg

Hezberg's Two-Factor Theory, also known as the Motivator-Hygiene Theory, was proposed by Frederick Herzberg in 1959. This theory is one of the approaches in the study of work motivation that highlights the factors influencing job satisfaction and dissatisfaction. Herzberg classified these factors into two main categories: motivators and hygiene factors. This theory provides an important foundation for understanding the

role of job satisfaction as a variable that can moderate the relationship between motivation and employee performance.

a. **Motivating Factors**

Motivating factors are elements that directly affect job satisfaction levels and encourage employee motivation. These factors include: achievement, which is the feeling of success in completing work that brings pride in the results achieved; recognition, in the form of appreciation and acknowledgment from superiors and colleagues for the achievements and contributions made; responsibility, which is the opportunity to take on greater responsibilities that foster a sense of ownership over the work results; and development opportunities, which are opportunities to enhance personal abilities and gain promotions in career advancement.

b. **Hygiene Factors**

Hygienic factors are elements that, if not met, can lead to job dissatisfaction, but their fulfillment does not directly increase job satisfaction. These factors include: company policies, which are rules and procedures implemented by the company that can affect employee comfort and satisfaction; relationships with superiors, which refer to the quality of communication and interaction between employees and superiors that can potentially influence the level of job satisfaction; working conditions, which encompass the physical environment of the workplace, including available facilities and equipment; salary and benefits, which are financial compensation and other benefits received by employees; and relationships with colleagues, which refer to social interactions established among co-workers in the workplace.

2. Expectancy Theory-Victor Vroom

The expectancy theory proposed by Victor H. Vroom states that a person's drive to work hard is influenced by the reciprocal relationship between expectations and personal needs for the outcomes of their work. An individual's work motivation depends on the extent of their belief that the company will satisfy their desires as a form of reward for the efforts they have made. The objective of the expectancy theory is to identify actions that can produce results in accordance with individual expectations. This theory states that action strategies such as working hard and increasing effort are assessed by individuals based on their belief that these efforts will yield rewards, such as a salary increase or recognition that is considered personally valuable.

Based on the theories above and the research results, the strategic steps that should be taken by the company are:

1. Improving a Competitive and Transparant Compensation System

Companies need to design a fair and competitive compensation system, including financial compensation (such as salaries, bonuses, and incentives) as well as non-financial compensation (such as awards, training, and additional benefits). This concept aligns with Herzberg's two-factor theory, which states that adequate compensation can reduce job dissatisfaction. The majority of findings from various studies indicate that compensation plays a crucial role in improving performance, loyalty, motivation, job satisfaction, and employee retention. Therefore, companies should regularly evaluate their pay structure, bonus distribution, benefits, and other incentives to remain relevant to employee contributions and labor market conditions.

2. Work Environment and Organizational Climate as Determinants of Productivity

Several studies emphasize that the working environment and organizational climate have a significant impact on employee productivity levels. Therefore, companies need to create a safe working atmosphere both physically and psychologically, encourage teamwork, open healthy communication channels, and uphold ethical values in every work activity.

3. Encouraging Discipline and Work Motivation

The implementation of a fair reward and punishment system, ongoing training, and optimal employee empowerment can promote the creation of discipline and high work motivation. This is in line with Herzberg's two-factor theory and research results by Eius Lestari and Wenny Febrian (2024), which show that work discipline, motivation, and compensation together have a significant influence on improving employee performance and achieving organizational targets.

4. Application of Principles in Expectancy Theory

According to the expectancy theory proposed by Victor Vroom, employee motivation will increase if they believe that their efforts will result in good performance and rewards that meet their expectations. In this regard, companies need to set clear and realistic work goals, provide regular feedback on work results, and establish a rewards system that is relevant to the values and preferences of individual employees.

5. Focus on Motivating Factors

Management Referring to Herzberg's Two-Factor Theory, companies need not only to avoid factors that cause dissatisfaction (hygiene factors), but also to actively create

motivator factors. This includes providing opportunities for career development, meaningful work responsibilities, appreciation for achievements, and challenges that match employees' abilities. These efforts will encourage sustained improvement in job satisfaction and performance.

CONCLUSION

Based on the results of a literature review of various previous studies, it can be concluded that compensation has a very significant effect on employee performance in various types of companies. The compensation provided, both in financial forms (such as salary, allowances, bonuses) and non-financial forms (such as recognition, a comfortable work environment, and opportunities for self-development), has proven to enhance motivation, loyalty, job satisfaction, productivity, and employee retention.

Almost all studies show that a good and transparent compensation system can strengthen the relationship between employees and the company, create a healthy work environment, and reduce turnover rates. This is in line with Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, which emphasize the importance of recognition, growth opportunities, and the relationship between work effort and the expected rewards.

Thus, the company needs to develop a competitive, fair, and sustainable compensation system, supported by the creation of a conducive work environment and a strategic human resource management system. This approach will encourage optimal employee performance and support the long-term success of the organization.

REFERENCES

- Maulana, R., & Yusuf, MA. 2024. Pengaruh Disiplin Kerja, Tim Kerjasama, dan Kompensasi terhadap Kinerja Karyawan Generasi Milenial di Perusahaan Manufaktur Plastik. *AKADEMIK: Jurnal Mahasiswa Humanis*, 4 (3), 860–870.
- Chandra, Lumban Gaol. (2021). Pengaruh Kompensasi dan Beban Kerja Terhadap Loyalitas Karyawan Pada PT. Artha Gita Sejahtera Medan.
- Cindy Kristina Butar Butar dkk. (2023). Pengaruh Kompensasi dan Lingkungan Kerja terhadap Kinerja Karyawan pada PT. Aristek Highpolymer.
- Fauzan, A. (2022). Pengaruh Kompensasi terhadap Kinerja Karyawan yang dimediasi oleh Kepuasan Kerja dan Motivasi Karyawan di Perusahaan Manufaktur. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6 (2), 1860-1880.

- Wahyuni, Putri., & Maretasari, R. (2022). Pengaruh Kompensasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Perusahaan Jasa CV. Citra Abadi Cargo Sidoarjo. *Jurnal Manajemen dan Bisnis, Universitas Muhammadiyah Surabaya*, 2 (1).
- Dahlia, M., & Fadli, R. (2022). Pengaruh Kompensasi dan Motivasi Terhadap Kinerja Karyawan Pada PT FYC Megasolusi di Tangerang Selatan. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 5 (1), 667-679.
- Dani, S. (2023). Pengaruh Kompensasi, Iklim Organisasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT. Cahaya Kawi Ultra Polyintraco Medan. *Jurnal Multimedia Dan Teknologi Informasi (Jatilima)*, 5 (2), 12-20.
- Suwandi, S., & Mandahuri, M. (2020). Pengaruh Kompensasi Terhadap Kinerja Karyawan yang di Mediasi Kepuasan Kerja pada PT ISS Cikarang. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)*, 4 (1), 238-247.
- Mardiani, I., & Widiyanto, A. (2021). Pengaruh work-life balance, Lingkungan Kerja dan Kompensasi terhadap Kinerja karyawan PT Gunanusa Eramandiri. *Jesya (Jurnal Ekonomi Dan Ekonomi Syariah)* , 4 (2), 985-993.
- Didi, Wandu dkk. (2022). Pengaruh Kompensasi terhadap Kinerja Karyawan di Perusahaan Jasa Pengiriman di Kota Serang Indonesia.
- Efendi, A. & Yulianto, I. (2022). Pengaruh Teladan Pimpinan, Budaya Organisasi Dan Kompensasi Terhadap Potensi Employee Fraud Melalui Kepuasan Kerja Dan Pengendalian Intern Pada Perusahaan Manufaktur di Jawa Barat. *Jurnal Audit, Pajak, Akuntansi Publik (AJIB)*, 1 (1).
- Tussoleha, Rony, Z., Fitriadi, H., & Widjaja, W. (2023). Pengaruh Turnover Intention Dan Kompensasi Terhadap Tingkat Retensi Karyawan Pada Perusahaan Manufaktur di Jawa Barat. *Jurnal Bisnisan : Riset Bisnis dan Manajemen*, 5 (1).
- Trisna, A., & Guridno, E. (2021). Pengaruh Kompensasi, Motivasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Saiba Cipta Selaras Kota Jakarta Selatan. *Oikonomia: Jurnal Manajemen*, 17 (2), 127–140.
- Lestari, Euis., & Desty, FW. (2024). Pengaruh Disiplin Kerja, Motivasi, dan Kompensasi Terhadap Kinerja Karyawan (Studi pada PT Billy Indonesia). *Jurnal Manajemen dan Bisnis Madani*, 6 (1).
- Imawan, Firdaus, R., & Ainul, Hidayati, R. (2022). Pengaruh Disiplin kerja, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan PT Moya Kasri Wira Jatim. *Master : Jurnal Manajemen dan Bisnis Terapan*. 2 (2).
- Hasibuan, Melayu S.P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara

- Silaban, M. B., & Pinem, A. (2023). Pengaruh Disiplin Kerja dan Motivasi Kerja terhadap Kinerja Karyawan pada Hotel Legreen Gatot Subroto di Jakarta Pusat. *Jurnal Ilmiah Pendidikan Ekonomi Rahmadiyah (JIPER)*, 7(2), 437–446.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*
- Rorimpandey, R., Nelwan, O. S., & Taroreh, R. N. (2022). Pengaruh keselamatan kesehatan kerja, komitmen organisasi, dan disiplin kerja terhadap kinerja pegawai di Dinas Kesehatan Provinsi Sulawesi Utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 10(1), 518–527.
- Hasibuan, Malayu S.P., 2020, *Manajemen Sumber Daya Manusia*. Penerbit Bumi Aksara, Jakarta.
- Husna, L. U., & Prasetya, B. P. (2024). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Mitra Sakti Boshe VVIP Club Yogyakarta. *Jurnal Bintang Manajemen*, 2(2), 19–28.
- Charlotte, Nickerson. (2025). Teori Dua Faktor Motivasi-Higiene Herzberg.
- Jeremy Sutton, Ph.D. (2024). Teori Harapan Motivasi Victor Vroom.
- Alshmemri, M., Shahwan-Akl, L., & Maude, P. (2017). Teori dua faktor Herzberg. *Jurnal Ilmu Kehidupan*, 14(5), 12-16.