

# THE INFLUENCE OF COMPENSATION, TRANSACTIONAL LEADERSHIP STYLE, MOTIVATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IN THE SOUTH JAKARTA CITY FIRE AND RESCUE DEPARTMENT

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## Abstract

This research aims to find out and analyze how big it is influence compensation, style leadership transactional, motivation And work discipline on employee performance in the fire and rescue department. The data source in this research is primary data and the type of data used is quantitative data by distributing questionnaires to 100 employees of the fire and rescue department. Deep data testing study This use method analysis descriptive And analysis inferential. The research results show that in partial compensation testing, transactional leadership style, motivation and work discipline influence employee performance. Between compensation (X 1 ), transactional leadership style (X 2 ), motivation (X 3 ) and work discipline (X 4 ) show that they have a positive and significant effect. Based on processing data with use analysis regression multiple linear obtained results equality regression as following  $Y = 10,108 + 0.368 X_1 + 0.108 X_2 + 0.127 X_3 + 0.124 X_4$ . Results study This showing that compensation (X 1 ) have influence positive And significant to performance employee (Y), transactional leadership style (X 2 ) has a positive and significant influence on employee performance (Y), motivation (X 3 ) has a positive and significant influence on employee performance (Y), work discipline (X 4 ) has a positive and significant influence on employee performance (Y). The fire and rescue department needs to evaluate and improve compensation, transactional leadership style, motivation and work discipline already exists to improve employee performance.

Keywords: Compensation, Transactional Leadership Style, Motivation, Work Discipline and Employee Performance

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## INTRODUCTION

Fire is a threat to human safety, property and the environment. The increasing population and the increasing construction of office buildings have created a vulnerability in the event of fire. According to Samsudin (2012:22) human resource management is a management activity that includes utilization, development, assessment, and providing compensation for humans as individual members of an organization or business company.

Carrying out the task of extinguishing fires is a job with high risks big. A officer required own soul of taste brave, firm in leading, optimistic in carrying out duties and good cooperation in a team to create good performance. According to Dharma (2010:25) performance is a way to get better results for organizations, groups and individuals by understanding and managing performance in accordance with planned targets, predetermined standards and competency requirements. Based on results observation, that performance Which generated by the employees felt Not yet maximum And can predicted factor Which become causes include compensation, leadership style, motivation and work discipline.

According to Hasibuan (2017:118) compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Some of it is felt para employee on agency Good ASN nor Honorel Not yet feel satisfied with the salary received, payment outside working hours such as holidays and holidays for avoid saturation para employee, so that influence quality work produced. Research conducted by Trilaksono (2016) shows that compensation has a positive effect on employee performance at the Rejo Agung Madiun Sugar Factory.

Apart from compensation, leadership factors describe the relationship between the leader and those led and how a leader directs those led. See Which happen on agency that ability employee In completing the task it is felt that it is not optimal and experiences a decline. So it requires a special leadership style to influence and encourage employee enthusiasm in doing their work. According to Robbins and Coulter (2010: 159) transactional leadership style is a leader who leads by using social exchange or transactions. Transactional leaders direct or motivate their subordinates to work to achieve goals with give award or productivity they. Meaning By The broad transactional leadership style is the ability to identify subordinates' desires and help them achieve higher levels of achievement by providing satisfying rewards. Research conducted by Italiani (2018) proves that the transactional leadership style has a positive and significant effect on employee performance in the HR Department of PT. Semen Gresik (Persero) Tbk.

According to Hasibuan (2017: 141) motivation is something that causes, channels and supports human behavior, so that they are willing to work hard and are enthusiastic about achieving maximum results. An employee will feel

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motivated to work optimally if at work they can fulfill their daily needs. Research conducted by Sendow, Mekel and Tindow (2014) shows that motivation has a positive and significant effect on employee performance at PT. Bank of North Sulawesi, Calaca Branch.

According to Darmawan (2013:41) work discipline is defined as an attitude, behavior and actions that comply with the regulations of the organization in written or unwritten form. There is still a lack of awareness among employees regarding the level of discipline there is on agencies can influence quality results performance.

This research aims to identify factors that influence employee performance in handling fires in an agency. Fire is a serious threat to the safety of people and assets, especially with increasing population growth and the increasingly rapid construction of office buildings. The factors that will be studied include human resource management, including compensation, leadership style, motivation, and work discipline. By better understanding how these factors influence employee performance, it is hoped that this research can provide valuable insights for the development of effective management strategies in improving response and handling of fires, as well as improving safety and service quality in emergency situations.

This research has significant implications in increasing understanding of the factors that influence employee performance in handling fires in an agency. Fire is a serious threat to the safety of people and assets, especially with increasing population growth and the increasingly rapid construction of office buildings. By identifying factors such as human resource management, including compensation, leadership style, motivation, and work discipline, this research provides valuable insights for the development of effective management strategies. The main implication is the ability to improve response and handling of fires as well as improve safety and quality of service in emergency situations. In addition, this research also has the potential to provide practical guidance for organizations in improving employee performance in fire-related tasks, so as to reduce the risks and losses caused by these incidents. Thus, this research not only contributes to the academic field, but also has real benefits in improving operational effectiveness and overall community safety.

### **RESEARCH METHOD**

The object of this research includes employee performance which is influenced by several factors, including compensation, transactional leadership style, motivation and work discipline. The data used is primary data with quantitative data type. The research was conducted at the South Jakarta City Administration Fire and Rescue Service, whose address is Jalan Raya Lebak Bulus in November 2019. The population studied was ASN employees with a sample of 100 employees, using a non-probability sampling technique with a purposive sampling approach.

The data collection technique was carried out through distributing questionnaires using a Likert scale. The operational definitions of the variables used are explained in Table 1. The analytical methods used include descriptive analysis, inferential analysis, instrument testing, classical assumption testing, model feasibility testing, hypothesis testing (t test), and multiple linear regression.

Descriptive analysis is used to describe or describe data without making general conclusions or generalizations. Meanwhile, inferential analysis is used to analyze sample data and the results are applied to the population. Multiple linear regression is used to determine the effect of the independent variable on the dependent variable. Apart from that, validity tests, reliability tests, normality tests, autocorrelation tests, heteroscedasticity tests, multicollinearity tests, F tests, and coefficient of determination (R<sup>2</sup>) were also carried out to assess the feasibility of the regression model and the influence of each independent variable partially on the dependent variable.

**RESULTS AND DISCUSSION**

**A. Research result**

**Regression Multiple Linear**

$$Y = 10.108 + 0.368 X_1 + 0.108 X_2 + 0.127 X_3 + 0.124 X_4 + e$$

**Test Validity And Reliability**

**Table 1. Results Test Validity And Reliability**

Variable	r Count	r Table	Results	Alpha Cronbach	Status
<b>Compensation</b>				0.780	Reliable
1	0.348	0.165	Valid		
2	0.406	0.165	Valid		
3	0.577	0.165	Valid		
4	0.517	0.165	Valid		
5	0.505	0.165	Valid		
6	0.611	0.165	Valid		
7	0.373	0.165	Valid		
8	0.559	0.165	Valid		
<b>Transactional Leadership Style</b>				0.917	Reliable
1	0.730	0.165	Valid		
2	0.726	0.165	Valid		
3	0.792	0.165	Valid		
4	0.708	0.165	Valid		
5	0.697	0.165	Valid		
6	0.708	0.165	Valid		

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7	0.711	0.165	Valid		
8	0.729	0.165	Valid		
<b>Motivation</b>				0.740	Reliable
1	0.696	0.165	Valid		
2	0.556	0.165	Valid		
3	0.192	0.165	Valid		
4	0.373	0.165	Valid		
5	0.409	0.165	Valid		
6	0.386	0.165	Valid		
7	0.281	0.165	Valid		
8	0.596	0.165	Valid		
<b>Work Discipline</b>				0.870	Reliable
1	0.478	0.165	Valid		
2	0.639	0.165	Valid		
3	0.726	0.165	Valid		
4	0.576	0.165	Valid		
5	0.671	0.165	Valid		
6	0.616	0.165	Valid		
7	0.680	0.165	Valid		
8	0.601	0.165	Valid		
<b>Employee Performance</b>				0.712	Reliable
1	0.280	0.165	Valid		
2	0.339	0.165	Valid		
3	0.486	0.165	Valid		
4	0.369	0.165	Valid		
5	0.338	0.165	Valid		
6	0.605	0.165	Valid		
7	0.269	0.165	Valid		
8	0.573	0.165	Valid		

Source : Results Processing Data SPSS 23

**Normality test**

**Table 2. Results Normality test  
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		100
Normal Parameters a, Mean	b	,0000000
		Std. Deviation 2.62380271

Most Differences	Extreme Absolute	,136
	Positive	,136
	Negative	-,104
Test Statistics		,136
Asymp. Sig. (2- tailed)		,396 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Corrections.

Source : Results Processing Data SPSS 23

Obtained significance value or Asymp. Sig (2-tailed) is 0.396 which is located in on 0.10 so that can concluded that data distribute normal and suitable for use in regression models.

**Autocorrelation Test**

**Table 3. Autocorrelation Test Results**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,626 <sup>a</sup>	,391	,366	2,678	2,040

a. Predictors: (Constant), Disiplin\_Kerja, Motivasi, Gaya\_Kepemimpinan\_Transaksional, Kompensasi

b. Dependent Variable: Kinerja\_Pegawai

Source : Results Processing Data SPSS 23

The Durbin-Watson score is 2.040. Thus it can be concluded that mark d as big as 2,040 located between  $dU \leq d \leq (4-dU)$  ( $1,758 < 2,040 < 2.242$ ) so it can be concluded that there is no autocorrelation in the regression model used in this research.

**Heteroscedasticity Test**

**Table 4. Results Test Park**

**Coefficients<sup>a</sup>**

Model		Unstandardized		Standardize		Sig.
		Coefficients		d		
		B	Std. Error	Beta	t	
1	(Constant)	7,234	2,787		2,596	,011
	Compensation	,089	,075	,173	1,361	,142

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Transactional_Leadership_Style	,001	,042	,003	,032	,974
Motivation	,072	,062	,111	1,165	,247
Work_Discipline	,007	,055	,012	,121	,904

a. Dependent Variable: LNU2I

Source : Results Processing Data SPSS 23

Obtained mark sig each – each variable independent more big from 10 % or 0.10, it can be concluded that there are no symptoms of heteroscedasticity.

**Multicollinearity Test**

**Table 5. Results Multicollinearity Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	10,108	2,720		3,716	,000		
	Kompensasi	,368	,073	,417	5,039	,000	,936	1,068
	Gaya_Kepemimpinan_Transaksional	,108	,041	,215	2,612	,010	,941	1,062
	Motivasi	,127	,061	,173	2,094	,039	,943	1,060
	Disiplin_Kerja	,124	,053	,190	2,321	,022	,954	1,048

a. Dependent Variable: Kinerja\_Pegawai

Source : Results Processing Data SPSS 23

The VIF value obtained for the compensation variable (X 1 ) was 1.068, transactional leadership style (X 2 ) was 1.062, motivation (X 3 ) was 1.060 and work discipline (X 4 ) was 1.048, while the tolerance value for the compensation variable (X 1 ) of 0.936, transactional leadership style (X 2 ) of 0.941, motivation (X 3 ) of 0.943 and work discipline (X 4 ) of 0.954. From four mark VIF from variable is ≤ 10.00 And mark tolerance more from ≥ 0.1, which means that the regression model does not contain multicollinearity.

**Test F**

**Table 6. Results F test ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	438,160	4	109,540	15,269	,000 <sup>b</sup>
	Residual	681,550	95	7,174		
	Total	1119,710	99			

a. Dependent Variable: Kinerja\_Pegawai

b. Predictors: (Constant), Disiplin\_Kerja, Motivasi, Gaya\_Kepemimpinan\_Transaksional, Kompensasi

Source : Results Processing Data SPSS 23

It can be explained that the calculated F value is 15.269, so that the F Table value ( $\alpha = 10\%$ ) which is 2.00 because the calculated F value is greater than F Table ( $15.269 > 2.00$ ) with a significance level of  $0.000 < 0.10$ , so it can be concluded that  $H_0$  is rejected And  $H_a$  accepted, means compensation ( $X_1$ ), style leadership transactional ( $X_2$ ), motivation ( $X_3$ ) And discipline Work ( $X_4$ ) influential to performance employee (Y). From results explanation the showing that model Which developed In feasible research, it means that the variables used in the model are able to explain the model being analyzed.

**Coefficient Determination ( $R^2$ )**

**Table 7. Results oefficient Determination ( $R^2$ )**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,626 <sup>a</sup>	,391	,366	2,678

a. Predictors: (Constant), Disiplin\_Kerja, Motivasi, Gaya\_Kepemimpinan\_Transaksional, Kompensasi

b. Dependent Variable: Kinerja\_Pegawai

Source : Results Processing Data SPSS 23

Got it mark Adjusted R Square shows value 0.366 or 36.6%, which means that the variables compensation ( $X_1$ ), transactional leadership style ( $X_2$ ), motivation ( $X_3$ ) and work discipline ( $X_4$ ) contribute to influencing employee performance, while the remaining 63.4% is influenced by other variables not analyzed in this study.

**Testing Hypothesis (Test t)**

**Table 8. t test results Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,108	2,720		3,716	,000
	Kompensasi	,368	,073	,417	5,039	,000
	Gaya_Kepemimpinan_Transaksional	,108	,041	,215	2,612	,010
	Motivasi	,127	,061	,173	2,094	,039
	Disiplin_Kerja	,124	,053	,190	2,321	,022

a. Dependent Variable: Kinerja\_Pegawai

Source : Results Processing Data SPSS 23

Calculated t value for compensation ( $X_1$ ) is 5.039 with a significance level of 0.000, whereas mark t table with  $df = nk-1$  ( $100-4-1 = 95$ ), level significance 0.10 is obtained number 1,662. Because t Count  $>$  t table ( $5,039 > 1,662$ ) with level significant ( $0.000 < 0.10$ ), then  $H_0$  is rejected and  $H_a$  is

accepted, meaning that compensation (X 1 ) has a positive and significant effect on employee performance (Y).

For mark t Count style leadership transactional (X 2 ) as big as 2,612 with a significance level of 0.10, while the t table value with  $df = nk-1$  ( $100-4-1 = 95$ ), with a significance level of 0.10, the figure is 1.662. Because t count  $>$  t table ( $2.612 > 1.662$ ) with a significant level ( $0.010 < 0.10$ ), then  $H_0$  is rejected and  $H_a$  is accepted, meaning that transactional leadership style (X 2 ) has a positive and significant effect on employee performance (Y).

For mark t Count motivation (X 3 ) as big as 2,094 with level significance 0.10, while the t table value with  $df = nk-1$  ( $100-4-1 = 95$ ), a significance level of 0.10 is obtained number 1,662. Because t Count  $>$  t table ( $2,094 > 1,662$ ) with level significant ( $0.039 < 0.10$ ), so  $H_0$  rejected And  $H_a$  accepted, means motivation (X 3 ) influence on employee performance (Y).

For the value of t Calculate discipline work (X 4 ) amounting to 2.321 with a significance level of 0.10, whereas mark t table with  $df = nk-1$  ( $100-4-1 = 95$ ), level significance 0.10 is obtained number 1,662. Because t Count  $>$  t table ( $2,321 > 1,662$ ) with level significant ( $0.022 < 0.10$ ), then  $H_0$  is rejected and  $H_a$  is accepted, meaning that work discipline (X4 ) has an effect on employee performance (Y).

## B. Discussion

### 1. Influence Compensation To Performance Employee

Based on the research results, it shows that compensation (X1 ) which consists of 4 dimensions, namely salary (wages), incentives, allowances and facilities, has an influence on employee performance (Y). This is proven from the intermediate t test variable compensation (X 1 ) to performance employee (Y) showing t count as big as 5,039 coefficient regression as big as 0.368 And mark probability as big as 0.000 which is smaller than 0.10. These results show that the compensation variable (X 1 ) influential positive And significant to performance employee (Y). Matter This in line with study previous Which done by Trilaksono (2016) shows that compensation has a positive effect on employee performance at the Rejo Agung Madiun Sugar Factory. This means that providing compensation in an organization can improve the quality of employee performance results.

### 2. The Influence of Transactional Leadership Style on Employee Performance

Based on the research results , it shows that style transactional leadership (X 2 ) Which consists from 4 dimensions that is rewards contingent, management active, management passive And Laissez-Faire, there is influence on performance employee (Y). Matter This proven from testing test t between the transactional leadership style variable (X 2 ) and employee performance (Y) shows t count as big as 2,612 coefficient regression as big as 0.108 And mark probability as big as 0.010 Which more small from 0.10. Results the shows that style variables leadership transactional (X 2 )

influential positive and significant to performance employee (Y). Study previous which is conducted by Italiani (2018) results showing that style leadership transactional has a positive and significant effect on employee performance in HR at PT. Semen Gresik (Persero) Tbk.

### 3. The Influence of Motivation on Employee Performance

Based on results study showing that motivation (X 3 ) Which consists From the 4 dimensions , namely the work itself, supervision, working conditions and recognition or appreciation, there is an influence on employee performance (Y). This is proven by testing the t test between the motivation variable (X 3 ) on employee performance (Y) showing t count as big as 2,094 coefficient regression as big as 0.127 and the probability value is 0.039 which is smaller than 0.10. These results show that the motivation variable (X 3 ) has a positive and significant effect on performance employee (Y). Study previous Which done by Tindow, Mekel And Sendow (2014) showing that motivation influential positive and significant to the performance of PT employees. Bank of North Sulawesi, Calaca Branch.

### 4. The Influence of Work Discipline on Employee Performance

Based on the research results, it shows that work discipline (X4) consists of from 4 dimensions that is example leader, reply service, penalty punishment And assertiveness, there is an influence on employee performance (Y). This is proven by testing the t test between the work discipline variable (X 4 ) and employee performance (Y) showing t count of 2.321, the regression coefficient is 0.124 and the probability value as big as 0.022 Which more small from 0.10. Results the shows that the work discipline variable (X 4 ) has a positive and significant effect on employee performance (Y). The results of previous research conducted by Husain (2018) show that work discipline has a positive and significant effect on the performance of PT employees. Bank Danamon Tbk Bintaro Branch.

## CONCLUSION

Based on the results of the hypothesis test, it shows that compensation (X 1 ) has a positive and significant effect on employee performance (Y), meaning that compensation taken into account with Good like incentive And Also facility towards employees, employee performance will increase and conversely, if incentives and facilities are not properly considered then employee performance will be low.

Based on the results of hypothesis testing, it shows that the transactional leadership style (X 2 ) has a positive and significant effect on employee performance (Y), meaning that if the transactional leadership style is implemented well, such as giving rewards and a leader invites his subordinates to follow in taking decision so performance employee will increases and conversely, if this is not implemented well then employee performance will be low.

Based on the results of hypothesis testing, it shows that motivation (X

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3) has a positive and significant effect on employee performance (Y), meaning that if motivation is interpreted with Good like method leader give instruction, motivation and appreciation for employees will increase employee performance And otherwise matter the No applied with Good so employee performance will be low.

Based on the results of hypothesis testing, it shows that work discipline (X4) has a positive and significant effect on employee performance (Y), meaning that if work discipline is implemented well, such as punitive sanctions and strictness towards employees, employee performance will increase and vice versa if punitive sanctions and strictness are not If you pay attention properly, employee performance will be low.

Based on the results of the Coefficient of Determination test ( $R^2$ ) that compensation, leadership style transactional, motivation And discipline Work give The influence on employee performance was 36.6% and the remaining 63.4% was influenced by other factors not examined in this research.

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