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The Influence of Organizational Compensation and Culture on Employee Performance in PT. Artatel Indokarya

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Abstract

This research was conducted to find out more about compensation and culture of PT in PT. Artatel Indokarya. Research carried out is to use a questionnaire, while for research methods conducted using quantitative methods. In conducting this research, the authors used regression analysis, multiple linear regression using the t test and the F test. From the results of multiple linear regression analysis, the writer can get the equation $Y = 1,224 + 0,162 X_1 + 0,817 X_2$, where each increase or increase in the compensation variable (X1) is 1 point, the employee performance variable (Y) will increase or increase by 0.162. In the organizational culture variable (X2) every increase or decrease of 1 point, employee performance (Y) will increase or decrease by 0.817. From the analysis of the relationship between the results of comparison with the value of the partial comparison coefficient on employee performance (rx1y) of 0.819 requests 1, therefore, it is very strong and has a positive relationship on the performance of employees of PT. Artatel Indokarya and the partial coefficient value of organizational culture on employee performance (rx2y) of 0.954. From the F model 1 test results obtained a value of 279.24 while the value is greater than F table 5.10 thus Ho is rejected, and Ha is accepted. In the t test the calculated t count for Compensation (X1) is 2.794 while the t count column for Organizational Culture (X2) is 12,324 using the normal distribution table t and using a free budget (α) = 5% and degrees of freedom (degrees of freedom) or (df) $n - 3 = 50 - 3 = 47$, then the distribution value of table t is 1.645. Because t Compensation is greater than t table or $2.794 > 1.645$, H0 is rejected and Ha is accepted, and because the t count of Organizational Culture is greater than t table or $12,324 > 1,645$, Ho is rejected, and Ha is accepted. Therefore, partial compensation or work culture can affect the performance of employees at PT. Artatel Indokarya.

Keywords: Compensation, Organizational Culture and Performance.

1. Introduction

In the era of globalization, every company producing goods and services must be able to demonstrate the superiority of its products with other products in order to compete in the market. Of course, it is possible that every company has advantages and disadvantages of the products it offers, for that reason there needs to be attention from the company. Strengths must be maintained, renewed and improved continuously, while weaknesses must be fixed or eliminated. This must be done so that the process of achieving the stated company goals can run according to what has been planned. Success in achieving company goals is certainly not only determined by the amount of funds owned, © Authors. Terms and conditions of Creative Commons Attribution 4.0 International (CC BY 4.0) apply. Correspondence: Posman WH Hasibuan, *Universitas Tama Jagakarsa Jakarta*. Email: posmanhasibuan@yahoo.co.id

the technology used, or the facilities and infrastructure contained in a company, but there are things that are most decisive in uniting the factors that exist within the company, namely the human resource factor. These factors drive all the factors that the company has in the framework of achieving the company's goals.

In managing companies, managers in general are familiar with and apply the principles of modern management, such as the use of structural approaches, systems, strategies, etc., but there are also some companies that are still managed traditionally. But apparently there are still many experts and practitioners who lack attention to organizational culture (corporate culture), even though organizational culture can be used as a management tool to achieve efficiency, effectiveness, productivity, work ethic, as shown in the company- companies in Japan, America, and several countries in Europe, and in fact can make the company effective. Every organization must solve internal integration and external adaptation problems. Internal and external problems are interrelated, so they must be dealt with simultaneously. Therefore, the main function Organizational culture is to help understand the environment and determine how to respond, so as to minimize feelings of anxiety, uncertainty and confusion in running an organization.

The purpose of organizational culture is first to have a distinguishing role, it means that work culture creates a clear relationship between one organization and another, secondly organizational culture carries an identity for members of the organization, thirdly organizational culture facilitates the growth of commitment to something broader than individual self-interest, the four organizational cultures enhance social system stability. Organizational culture is an invisible social force, which can move people in an organization to carry out work activities. Unconsciously, every person in the organization learns the culture prevailing in his organization. In relation to the social aspect, culture functions as a social glue that helps unite the organization by providing exact standards of what employees must say and what employees must do. Finally, culture functions as a mechanism for making meaning and control that guides and shapes the attitudes and behaviors of employees. Effective organizational culture is reflected in trust, open communication, leadership that gets input, and is supported by subordinates, problem solving by members of the organization, work independence, and exchange of information and can also be said also as a tool to express feelings of identity and increase organizational commitment, tools for organizing members, strengthening the values in the organization, and control mechanisms for behavior. One indicator in creating a good organizational culture is creating a sense of security with work.

Thus, the function of organizational culture is as a glue in uniting members in achieving organizational goals in the form of provisions or values that must be said and carried out by employees. This can also function as a control over employee behavior.

Every company certainly wants employees who have good performance for the company, with high performance employees are able to contribute to the progress and development of the company, but not all employees have the same good performance, their performance may decline. The decrease in performance and work attitude may be due to wages that are not appropriate, do not match the leadership style of behavior and organizational culture that is not supportive for employees to work well. Employee performance can be shown by the attitude of decline / low work productivity, decreased absenteeism, high levels of employee movement, anxiety everywhere, demands that often occur and work strikes by employees.

Many cause a decline in employee performance such as, the wages they receive do not match their work, the organizational culture adopted by the company, do not match the leadership style of behavior, poor work environment, unfairness in providing incentives, and so on. To solve these problems, the company must be able to find the cause of the decline in employee performance which is basically caused by employee dissatisfaction. Employee performance depends on the employee itself, but the company also needs to make efforts that can motivate employees.

PT. Artatel Indokarya engaged in efficient office telephone usage services requires employees who have adequate skills, extensive knowledge, skilled in their fields and have high performance for the company. Giving awards or rewards with wide variations, namely compensation, is a supporting factor for improving employee performance. However, problems often occur at PT. Artatel Indokarya in providing compensation such as late payment of wages / salaries that should be routinely given every predetermined date, payment of wages / salaries that are not 100% every month but paid with a percentage system that is not in accordance with the contract agreement, wages / salaries that are not in accordance with government regulations, giving unfair incentives to employees, bonuses that are not given to employees, the absence of awards given by the company to employees who have worked well, and various other problems that require appropriate ways and solutions as a solution. If the company can improve quality standardization in accordance with the work contract, then by itself employees will have the motivation to improve high performance of the company. Based on the background of the problem raised, the authors conducted a study entitled "The Effect of Compensation and Organizational Culture on Employee Performance at PT. Artatel Indokarya".

2. Literature Review

Organizational Culture

According to Tintami in his book (2012: 3) that organizational culture is the basic philosophy of the organization that contains beliefs, norms, and shared values that become the core characteristics of how to do something in the organization. Beliefs, norms, and values become the handle of all human resources in the organization in carrying out its performance. According to G Graham in his book (2012: 71) organizational culture is the norms, beliefs, attitudes and organizational philosophy. Culture is a unique system of belief values and norms that are shared by members of an organization. Culture is also an important cause for the effectiveness of the organization itself.

Organizational culture is a pattern of beliefs and values of an organization that is imbued by all members in doing work as an appropriate way to understand, think, and feel about related problems, so that it will become a value or rule within the organization.

The function of Organizational Culture according to Pabundu in his book (2010: 14) is as follows:

1. As a distinguishing boundary for the environment, organizations and groups.
2. As an adhesive for employees in an organization so they can have a sense of ownership, participation, and a sense of responsibility for the progress of the company.
3. Promoting the stability of the social system, so that the work environment becomes positive, comfortable and conflict can be managed effectively.
4. As a control mechanism in guiding and shaping employee attitudes and behavior.
5. As an integrator because of a new sub-culture. Can unite the activities of company members consisting of a group of individuals who come from different cultures.
6. Forming employee behavior, so employees can understand how to achieve organizational goals.
7. As a means to solve the main problems of the organization.
8. As a reference in preparing company plans.

As a communication tool between superiors and subordinates or vice versa, as well as between members of the organization.

Compensation

Compensation is one of the important functions in human resource management (HRM). Because compensation is one of the most sensitive aspects of work relations. Cases that occur in work

relationships contain compensation issues and various related aspects, such as benefits, compensation increases, compensation structures, and scale of compensation. In practice, there are still many companies that do not understand the compensation system correctly. The compensation system helps in strengthening the organization's key values and facilitates the achievement of organizational goals. There are some who think that by implementing the minimum compensation they feel that they have met the applicable compensation provisions, so that they hope that there will be no problems related to workers' compensation. This kind of understanding needs to be clarified by exploring the meaning and understanding of compensation and the overall compensation system.

According to Andrew quoted by Anwar Prabu Mangkunegara (2009: 83) states compensation is something that is considered as a comparable thing. According to Simamora (2004: 65) "compensation is giving to employees with financial payments as compensation for work done and as motivation for the implementation of activities in the future. While compensation according to Husein (2010: 124) is defined as something that employees receive as compensation for their work, before compensation is given first, the compensation process is carried out, which is a network as a sub-process to give compensation to employees to motivate them to reach the level desired achievement.

Compensation can not only be given in the form of money but can also be in the form of material or objects. This is because the achievements given are sometimes difficult to assess with money, but it is easier if given in material form. In addition to money and material compensation, the company can also provide compensation in the form of facilities or facilities for its employees. Compensation in the form of the provision of this facility is usually not independent, but at the same time in addition to the form of monetary and material compensation.

According to Panggabean, quoted by Edy Sutrisno, in his book entitled Management of Human Resources (2009: 185), so that compensation is fair, the process that must be carried out is:

- a. Conduct a compensation survey, which is a survey of the amount of compensation given for comparable work in other companies (to ensure external justice).
- b. Determine the value of each job in the company through job evaluation (to ensure internal justice).
- c. Grouping the same / similar work into the same level of compensation (to ensure employee justice).
- d. Adjust the level of compensation with applicable laws and regulations (guaranteeing proper and reasonable compensation).

From the description above it is known that in order to feel fair compensation, the job evaluation, compensation survey, and performance appraisal are a series of activities that need to be done in the awarding of compensation. Job evaluation or job evaluation is a process that is used to determine the relative value of various jobs, among others by comparing the value of other positions in a company.

Basically, compensation can be grouped into two groups, namely financial and not financial compensation. Furthermore, there is a direct financial compensation and some indirect. Direct financial compensation consists of salary and incentives. The indirect financial compensation can be in the form of various kinds of facilities and benefits. The non-financial compensation can be in the form of work and work environment. Compensation according to H. Veithzal Rivai and Ella Jauvani, (2009: 741) is something that is received by employees as a substitute for the contribution of their services to the company. So, it can be concluded that compensation is all types of awards in the form money or not money given to employees appropriately and fairly for their services in achieving company goals.

There are several objectives of compensation that need to be considered, namely:

- a. Appreciate work performance.

Providing adequate compensation is an organizational appreciation of the work performance of employees. Furthermore, it will encourage employee behaviors or performance as desired by the company, for example high productivity.

b. Guarantee justice

A good compensation system guarantees fairness among employees in the organization. Each employee will receive healthy compensation in accordance with their duties, position and work performance.

c. Retain employees.

With a good compensation system, employees will have more survival working at the organization. This means preventing the employee from leaving the organization looking for a more profitable job.

d. Getting qualified employees.

With a good compensation system will attract more prospective employees will also be more opportunities to choose the best employees.

e. Cost control

With a good compensation system, it will reduce the frequency of recruitment, as a result of the more frequent employees who are out looking for more profitable jobs elsewhere. This means cost savings for the recruitment and selection of prospective new employees.

f. Meet the rules.

A good compensation system is a demand from the government. A good company is demanded for a good compensation administration system.

The purpose of a person working is so that he can live from his work. They want to work because they feel that by working, he will get compensation as a source of fortune to support himself and his children and his wife. With this source of income, he also expects the existence of certainty that the source is always there as long as he is an employee of a company. Therefore, the company's goal to provide compensation to employees is so that employees feel secure their livelihoods.

There is an assumption that the size of compensation will always be influenced by several factors, including:

a. Cost of living

Compensation received by a new employee means that it can be used to meet minimum physical needs (KFM). The physical needs of employees who live in big cities will be very different from the minimum physical needs for employees who live in small cities. The difference in KFM level will always follow the fluctuations in the level of daily living costs found in different locations.

b. The level of compensation applicable in other companies

Nowadays transportation is getting smoother, information flow cannot possibly be dammed again. Including information about the compensation that applies at other companies for the same type of activity, quickly known. If the level of compensation given to employees is lower than what can be given by other companies for the same job, then it can cause dissatisfaction among employees, which can end up with a large number of potential workers leaving the company. Conversely, if the level of compensation provided is too high, it also has a negative impact, because it is as if the company has turned a blind eye to the prevailing average compensation level.

c. Company ability level

Companies that have high ability will be able to pay a high level of compensation also for their employees. Conversely, a company that is not able to certainly not possible to pay the level of compensation expected by its employees. Therefore, a wise company must always inform all employees about the level of company performance from time to time. If employees work well, the company's performance will also be high, so the company can pay more compensation to employees.

d. Type of work and the size of the responsibilities

The type of work will usually determine the size of the responsibilities of employees. Employees who have more difficult job levels and with greater responsibilities will certainly be

offset by a greater level of compensation. As for the work that is not so difficult and requires less energy and thought, will receive compensation for lower compensation.

e. The laws and regulations in force

A company will always be bound by policies and regulations issued by the government, including the level of compensation given to employees. The government stipulates that compensation provided by a company must be able to meet the minimum physical needs (KFM) of its employees. If this is not done, then this company will be included in companies that do not meet government regulations. The reality is that many companies do not follow the regulations that apply in terms of providing compensation to employees.

f. The role of trade unions

In our society, the existence of trade unions in companies is considered important. He will be able to bridge the interests of employees with the interests of the company. So that there is no conflict between the two interests, the role of the union can help provide input and advice to the company.

Tohardi was quoted by Prof. Dr. H. Edy Sutrisno, M.SI., In his book entitled Management of Human Resources (2009: 193-194), stated that there are several factors that influence the provision of compensation, namely:

a. Productivity

Providing compensation looks at the amount of productivity contributed by employees to the company. For this reason, the higher the level of output, the greater the compensation given by the company to employees.

b. Ability to pay

Logically the size of compensation is highly dependent on the company's ability to pay employee compensation. Because it is very impossible for companies to pay compensation above the available capacity.

c. Willingness to pay

Although the company is able to pay compensation, it is not certain that the company is willing to pay compensation properly and fairly.

d. Supply and demand for labor

Supply and demand of workers is quite influential on the provision of compensation. If the demand for labor is high by companies, then compensation tends to be high, and vice versa if the supply of labor to companies is low, then compensation payments tend to decrease.

Panggabean (2002: 81), suggests the level of compensation is influenced by factors: supply and demand, labor unions, ability to pay, productivity, cost of living, and government.

Employee Performance

According to Moehariono in his book (2012: 95), performance is a depiction of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in an organization's strategic planning. According to Mangkunegara in his book (2012: 9): employee performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

Employee Performance is an achievement or work that has been achieved by employees in carrying out their duties within an organization or company with a predetermined time to realize the goals of the organization or company.

Performance Indicator

Each company has different indicators in assessing employee performance. Hasibuan in his book (2012: 105) states that there are several general indicators related to performance, namely:

1. Accuracy of work results
2. Accuracy of work results
3. The results of work produced
4. Presence
5. Company regulations
6. Speed of work time
7. Working together
8. Communication
9. Participation

Individual employee performance is influenced by several factors, including:

1. Motivation.

Motivation means a condition that encourages or becomes the cause of someone doing an action that goes on consciously. Motivation has a direct relationship with employee performance. Because of the position and relationship, it is very strategic if the development of employee performance starts from increasing work motivation. Motivation is a regulator of direction or purpose in carrying out activities, so that high motivation will take precedence over the weak.

2. Ability.

The ability in this case is the ability of individuals to work. If the ability is high, the resulting performance will be high, but if it is low, then the performance will be low too.

3. Work Environment.

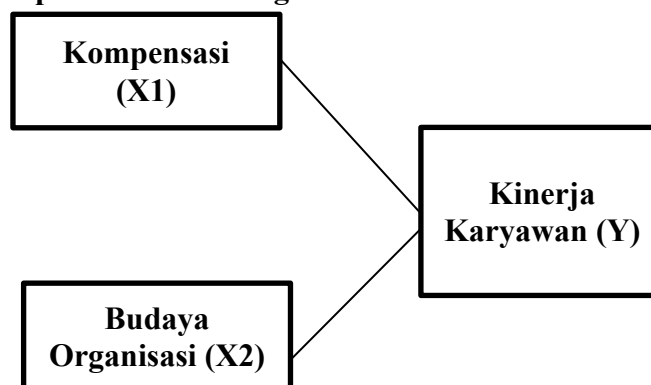
Work Environment refers to things that surround and encompass the work of employees in the office. The condition of the work environment depends more and is created by the leader, so the work atmosphere created depends on the pattern created by the leader. Work environment in the company, can be in the form of task structure, job design, leadership patterns, cooperation patterns, availability of work facilities, and rewards.

Besides paying attention to the above, the company also needs to improve the performance of its employees by expanding (developing) work and enriching (adding) work. Job expansion is an assignment of tasks to employees with a high degree of difficulty and risk and usually not so many tasks are charged. While the enrichment of the job itself is giving a lot of tasks to employees but with a level of difficulty and little risk. And all that is adjusted to the level of ability of employees.

3. Methods

Based on the description above, the effect of each variable can be described in the framework model as below:

Effects of Compensation and Organizational Culture on Employee Performance



Based on the background and existing problems, a temporary guess can be made, namely:

H1: There is a significant effect between compensation on employee performance at PT. Artatel Indokarya.

H2: There is a significant influence between Organizational Culture on employee performance at PT. Artatel Indokarya.

H3: There is a significant effect between compensation and organizational culture on employee performance at PT. Artatel Indokarya.

4. Results and Discussion

Partial Correlation Coefficient Analysis

This analysis is done to see the relationship between two variables in one equation model while the other variables are considered fixed.

Table 1. Correlations

		Y	X1	X2
Pearson Correlation	Y	1.000	.819	.954
	X1	.819	1.000	.786
	X2	.954	.786	1.000
Sig. (1-tailed)	Y	.	.000	.000
	X1	.000	.	.000
	X2	.000	.000	.
N	Y	50	50	50
	X1	50	50	50
	X2	50	50	50

Source: SPSS Results

From table 1 above we can see the relationship of each variable with other variables, such as:

- 1) The partial correlation coefficient between X1 and Y where X2 is fixed or $r_{x1y.x2} = 0.819$ which has a significance level of 0,000. This means that there is a very strong relationship between compensation as X1 and employee performance as Y.
- 2) The value of the partial correlation coefficient between X2 and Y where X1 is fixed or $r_{x2y.x1} = 0.954$ which has a significance level of 0,000. This means that there is a very strong relationship between organizational culture as X2 and employee performance as Y.
- 3) The partial correlation coefficient between X1 and X2 where Y is fixed or $r_{x1x2.y} = 0.786$ with a significance level of 0,000. This means that there is a very strong relationship between compensation as X1 and organizational culture as X2.

Determination Coefficient Analysis

Analysis is carried out to see the extent of the contribution of the two independent variables namely X1 and X2 can explain the variation of the rise and fall of the variable Y.

Table 2. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.960 ^a	.922	.919	.970

a. Predictors: (Constant) EX2, EX1

b. Dependent Variable: EY

From table 2 above it can be seen that the value of R Square = 0.922, means that the variables X1 and X2 contribute to the Y variable by 92.2%, while the remaining 7.8% is influenced by other variables not examined or not included in the regression equation model.

Multiple Regression Coefficient Analysis

Multiple regression analysis is performed to see the effect of the variables X1 and X2 on the Y variable. This analysis is done by calculating the value of the regression coefficient of each independent variable. From the results of calculations using SPSS it can be seen the regression coefficient values of each variable.

Table 3. Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,224	1,795		,682	,498
	EX1	,162	,058	,184	2,794	,008
	EX2	,817	,066	,809	12,324	,000

a. Dependent Variable: EY

From table 3 can be made a model of multiple linear regression equations as follows:

$$Y = 1,224 + 0,162X1 + 0,817X2$$

The equation can be interpreted, namely:

- 1) Obtained a constant value or a = 1,224, this value can be interpreted if the values of X1 and X2 are equal to zero then the value of Y = 1,224.
- 2) Obtained a regression coefficient X1 or b1 = 0.162, this value can be interpreted if the value of X1 changes up by one unit, it will cause an increase in the value of the variable Y by = 0.162-unit units.
- 3) Obtained a regression coefficient X1 or b1 = 0.817, this value can be interpreted if the value of X1 changes up by one unit, it will cause an increase in the value of the variable Y by = 0.817 units.

Hypothesis Test

a) Test t

Hypothesis testing using the t test was carried out to test the partial regression coefficient. This is done to determine the level of significance of the partial regression coefficient.

Table 4. Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,224	1,795		,682	,498
	EX1	,162	,058	,184	2,794	,008
	EX2	,817	,066	,809	12,324	,000

Source: SPSS Results

Hypothesis testing uses the following formula:

Ho: $b_1 = b_2 = 0$; There is no influence between the variables X1 and X2 on the Y variable.

Ha: $b_1 \neq b_2 \neq 0$; There is an influence between the variables X1 and X2 on the Y variable.

If the value of $t_count > t_table$, then Ho is rejected, and Ha is accepted.

If the value of $t_count < t_table$, then Ho is accepted, and Ha is rejected.

With the value of t_table at 5% significance level with $db = 47$ is 1.645, where the value of $db = 47$ is obtained from $n-k-1 = 50-2-1 = 47$.

Then the regression coefficient value of X1 or $b_1 = 0.162$ has a value of t -count = 2.794 greater than $t_table = 1.645$, meaning Ho is rejected and Ha is accepted meaning compensation as variable X1 can significantly affect the performance of the work as a variable Y and has a significance level of 0.008 which much smaller than 0.05. Likewise, the regression coefficient value X2 or $b_2 = 0.817$ has a value of t -count = 12.332 greater than $t_table = 1.645$, meaning Ho is rejected and Ha is accepted, meaning that organizational culture as a variable X2 can significantly affect the work performance as a variable Y and have a significance level 0,000 which is much smaller than 0.05.

b) Test F

The F test was carried out to see the effect of the variables X1 and X2 simultaneously on the Y variable. The tests were carried out simultaneously on the coefficient values of the variables X1 and X2 by using the F test.

Table 5. ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	525,737	2	262,869	279,124	,000(a)
	Residual	44,263	47	,942		
	Total	570,000	49			

Source: SPSS Results

Testing is done using the following hypothesis:

Ho: $b_1 = b_2 = 0$; means there is no simultaneous effect between the variables X1 and X2 on the Y variable.

Ha: $b_1 \neq b_2 \neq 0$; means there is a simultaneous influence between the variables X1 and X2 on the Y variable.

With the following testing criteria:

If the value of $F_count > F_{table}$, then Ho is rejected, and Ha is accepted.

If the value of $F_count < F_{table}$, then Ho is accepted, and Ha is rejected.

The value of F_table at the significant level of 5% with the numerator db 2 and the denominator db 47 is 5.10.

From the calculation results it turns out that the value of $F_calculate = 279.124$ is greater than the value of $F_table = 5.10$, meaning that Ho is rejected, and Ha is accepted, meaning that variables X1 and X2 together have a significant influence on the variable Y.

Analysis of the Effects of Compensation and Organizational Culture on Employee Performance

From the test results on the regression coefficient values X1 and X2 with the F Test it turns out that the coefficient values $X_1 = 0.162$ and $X_2 = 0.817$ simultaneously affect the value of Y. Therefore, it can be said that simultaneous compensation and organizational culture variables affect the performance of employees at PT. Artatel Indokarya. And that influence can be seen from the following equation:

$$Y = 1,224 + 0,162 X1 + 0,817 X2$$

From the results of the regression and the equation above can explain that compensation and organizational culture can significantly affect employee performance at PT. Artatel Indokarya. For example, if it is known the value of $X1 = 50$ and $X2 = 50$ then the value of $Y = 1,224 + 0,162 (50) + 0,817 (50) = 50,174$. The results of this calculation have a test error rate of less than 5% or we can see it in the F test table which has a significance level of 0,000.

5. Conclusion

From the results of testing the data obtained using statistical tests, conclusions are obtained:

1. That compensation affects the performance of employees at the company. This illustrates if the company pays attention to the compensation given to employees will be able to encourage employee performance well.
2. That organizational culture can affect employee performance at the company. This illustrates that the system of developing organizational culture will improve company performance.
3. That compensation and organizational culture can influence collectively in improving employee performance. Therefore, giving compensation and the culture adopted by the company need to be considered properly.

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