
THE INFLUENCE OF MOTIVATION, COMPETENCE AND COMPENSATION ON SECRETARIAT EMPLOYEE PERFORMANCE DPRD MAJENE DISTRICT

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ABSTRACT

This study aims to determine and analyze: The Effect of Work Motivation, Competence and Compensation on Employee Performance at the Secretariat Office of the Regional Representatives Council of Majene Regency. This research approach uses quantitative research. The research was conducted at the Office of the Secretariat of the Regional People's Representative Council of Majene Regency. The time of the research was carried out in April 2022. The research population was the employees of the Secretariat Office of the Regional People's Representative Council of Majene Regency, totaling 59 people. The results of the study show that: 1) Work Motivation, Competence and Compensation partially affect the Performance of the Office of the Secretariat of the Regional Representatives Council of Majene Regency 2) Work Motivation, Competence and Compensation have a simultaneous effect on the Performance of the Secretariat Office of the Regional People's Representative Council of Majene Regency.) Competency variable that most dominantly influences the performance of the Secretariat Office of the Regional People's Representative Council of Majene Regency.

Keywords: *Work Motivation, Competence, Compensation and Employee Performance.*

INTRODUCTION

In this development of globalization, many organizations are required to be able to maximize employee performance, increasing competition requires companies to re-examine their organizational performance measures because the existing performance measures are felt to be less and less effective. This means that organizations must be able to analyze the factors that can affect employee performance. In overcoming this, Human Resources (HR) is the most important thing that must be considered for its development because the presence of good Human Resources (HR) will greatly assist in maximizing performance in an organization. With good Human Resources (HR), the resulting performance will affect the progress of the organization and vice versa if the performance of an organization is not good it will hinder the progress of the organization.

Increased employee performance will advance government agencies so that they can maintain their existence in competition in a fluctuating government environment. So that the various efforts made in improving employee performance are a challenge for management that cannot be underestimated because success in achieving goals and the survival of a government institution depends on the quality of the performance of the human resources contained therein. The clearer the role of labor performance in an organization, the more the organization must think about the right approach in increasing the performance of its employees.

Motivation is one of the efforts to improve employee performance. Motivation and performance are two dimensions that are inherent and interrelated. These two things are like coins that are inseparable. Employee performance will be low if they do not have motivation in carrying out their work. Motivation is the encouragement, effort and hope contained in a person who activates, empowers and guides behavior in carrying out his work well in his work environment. Based on the definition of motivation, what is actually contained in each individual, motivation *isself concept realization* which means

that someone will be motivated if they live in a way that is relevant to the role they like, get treatment at a level that they like more and are valued in a way that reflects individual appreciation of their capacities. Motivation as a process also determines one's intensity, direction, and persistence in trying to achieve goals. Motivation is a process that begins with physiological and psychological strengths or needs that cause behavior or pressure directed towards a goal or compensation (Busro, 2015: 51). Besides, a very important factor besides motivation is employee competence.

One of the efforts made by agencies to maintain the productivity of their employees is through focusing on employee competencies. Employees have an interest in self-development and promotion. In order to fulfill these two desires, a good performance management system is needed (Bangua, 2012: 230). According to Amir (2015) performance boils down to the strength of competence possessed by a person who is supported by the existence of the environment and the affection of a person. The work given to him, and support from his work environment can trigger motivation so that his workforce carries out their duties as optimally as possible.

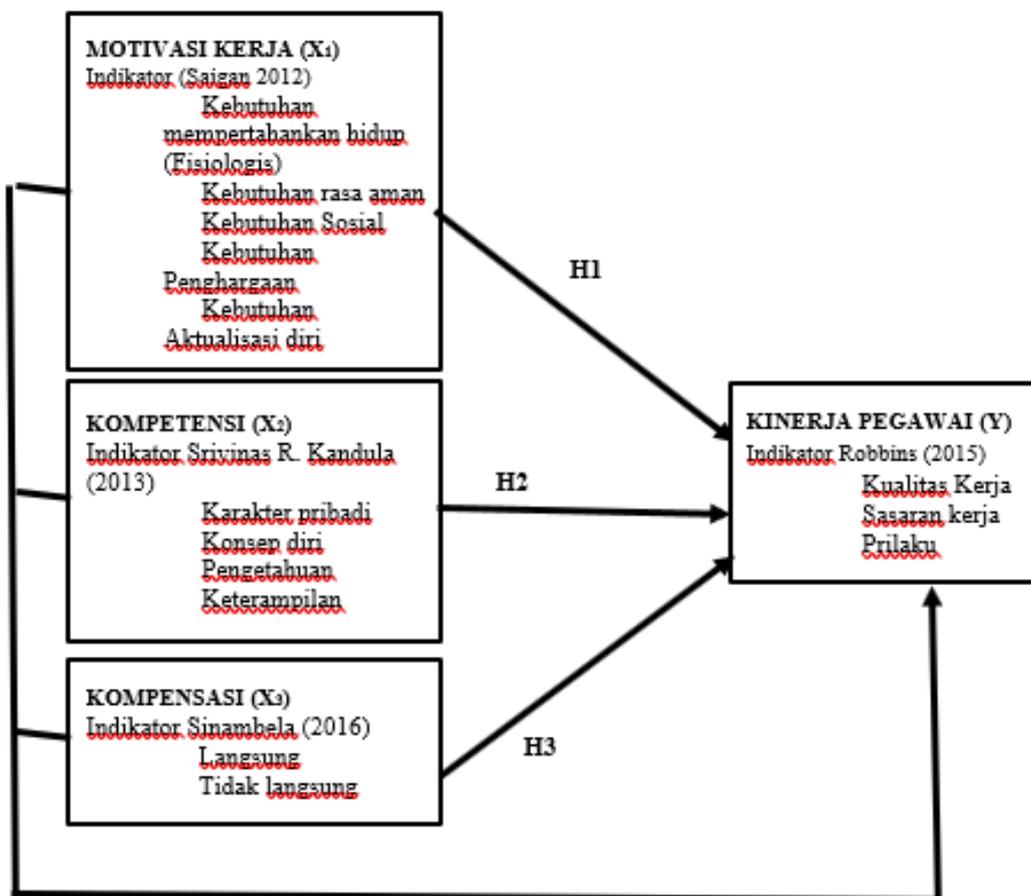
In addition, compensation is a key aspect for an employee, this is because compensation is a source of income for him and for his family. Compensation is a reflection of social status for employees because the level of income greatly influences the standard of living. Related to the increase in employees, compensation is an important factor in staffing because it is related to policies in determining employee compensation. The level of employee compensation is closely related to the level of education, position and length of service. Thus, there is a need for an assessment in providing compensation.

With the existence of compensation for employees is expected to improve the performance of employees in carrying out their work. The behavior that arises from civil servants in government agencies is related to desires, both physical and non-physical needs, as well as guarantees for safety and health at work. So, this has a close relationship between satisfying the compensation needs that civil servants get, so compensation is the dominant element in influencing civil servant performance. In research conducted by Muhammad Dirhan Azis (2018) it shows that compensation has a significant effect on employee performance. Meanwhile, research conducted by Edi Sugiono (2021) shows that compensation affects employee performance.

The object of this research is the Secretariat Office of the Regional People's Representative Council of Majene Regency. As one of the government agencies, the Secretariat Office of the Regional People's Representative Council of Majene Regency plays an important role in providing services to the community and various agencies in the Majene Regency area. With the attached function of the Secretariat of the Majene Regional People's Legislative Assembly, it is hoped that it will be able to carry out its functions properly, especially its service functions. Some employees who are low responsive and less creative in completing work, are just waiting for instructions from their superiors before the work is completed. So that the effectiveness of human resources in the Secretariat of the Regional People's Representative Council of Majene Regency must be maximized, namely by carrying out employee performance to the fullest extent possible.

Based on the explanation concerned, the authors compiled a research conceptual framework that reflects the relationship between the variables of work motivation, competence and compensation with the performance of the state civil apparatus as shown in the following figure:

Figure 1. Conceptual Framework



RESEARCH HYPOTHESIS

Based on the formulation of the problem, research objectives, theoretical basis and conceptual framework described, the authors propose a hypothesis namely:

1. Allegedly Work Motivation, Competence and Compensation partially affect Employee Performance at the Secretariat Office of the Regional People's Representative Council of Majene Regency.
2. Allegedly Work Motivation, Competence and Compensation simultaneously affect the Performance of Employee Performance at the Secretariat Office of the Regional People's Representative Council of Majene Regency.
3. Allegedly the most dominant work motivation variable influences employee performance at the Secretariat Office of the Regional People's Representative Council of Majene Regency.

RESEARCH METHODS

This research approach is a quantitative approach. The location of this research is at the Secretariat Office of the Regional Representatives Council of Majene Regency. The research was carried out in April 2022. The population in this study included all employees of the Secretariat Office of the Regional People's Representative Council of Majene Regency. The population is 59 Civil Servants of the Secretariat Office of the Regional People's Representative Council of Majene Regency. The sample was

determined using saturated sampling technique (census), so that the sample used in this study was 59 respondents.

Data Collection Techniques

In this study the techniques used include:

1. Questionnaire, the questionnaire was prepared in the form of written questions that were given to the respondents. According to Sugiyono (2006) a questionnaire is an efficient data collection technique if the researcher knows exactly the variable to be measured and knows what can be expected from the respondent.
2. Observation. Observation was carried out by making direct observations at the research location by looking at the various activities carried out by the respondents.
3. Documentation, Documentation required is sharing any written documents not written which show or describe important data and information related to research

RESULTS AND DISCUSSION

Research result

Validity test

From the results of data management through the SPSS Version 26 Data Analysis program, it can be seen that the value of $r_{count} > r_{table}$ and the value of Sig. (2-tailed) < 0.05 and the Pearson correlation is positive for each variable which includes work motivation, competence, compensation and employee performance which can be interpreted that each item in each variable is valid.

Reliability Test

Reliability was measured by Cronbach's alpha (α) statistical test. A variable is said to be reliable if it gives a Cronbach'alpha value > 0.70 . The alpha value of each variable can be seen in the following table:

Table 1. Reliability Test Results

No	Variable	Number of Items	Cronbach alpha value	Is.
1.	Work Motivation (X_1)	8	0,825	Reliable
2.	Competency (X_2)	8	0,728	Reliable
3.	Compensation (X_3)	5	0,784	Reliable
4.	Employee performance (Y)	7	0,753	Reliable

Source: SPSS Data Processing Results Version 26

Multiple Linear Regression Analysis Test

Based on the analysis with the help of the SPSS 26 for Windows program, multiple regression results were obtained which are summarized in the following table:

Table 2. Regression calculation results

Variable	Unstandardized Coefficients	Say.
constant	5,350	0,090
Work Motivation (X_1)	0,261	0,022
Competency (X_2)	0,254	0,020

Compensation (X ₃)	0,342	0,039
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Source: SPSS Data Processing Version 26

Based on the table above, the multiple linear regression equations obtained in this study are:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + no$$

$$Y = 5.350 + 0.261 X_1 + 0,254 X_2 + 0,342 X_3$$

The multiple linear regression equation above can be interpreted as follows:

1. Constant Value = 5.350 It can be interpreted that if all the independent variables, namely work motivation, competence and compensation are considered constant or zero or do not change, then the dependent variable, namely employee performance, will have a value of 5.350. In other words, if work motivation, competence and compensation have no effect, the employee's performance will be worth 5.350, where the constant value indicates an increase in employee performance.
2. Coefficient of work motivation $X_1 = 0.261$. The work motivation coefficient is positive, so the work motivation variable has a positive relationship to employee performance. This means that, if the value of work motivation increases while competence and compensation remain constant, the employee's performance will also increase. This means that if work motivation changes by 1%, performance will change by 26.1%, assuming the other variables (competence and compensation) remain the same.
3. X competency coefficient₂ = 0.254. The competency coefficient is positive, so the competency variable has a positive relationship to performance. In other words, if the competency variable increases while the work motivation and compensation variables remain constant, then the performance variable will also increase. This means that if competence changes by 1%, performance will change by 25.4%, assuming the other variables (work motivation and compensation) remain the same.
4. X compensation coefficient₃ = 0.342. The compensation coefficient is positive, so the compensation variable has a positive relationship to performance. In other words, if compensation increases while work motivation and competency variables remain constant, then performance variables will also increase. This means that if the compensation changes by 1%, the performance will change by 23.8%, assuming the other variables (work motivation and competence) remain the same.

Hypothesis Testing Results

To test the hypothesis, in this study several tests were used, namely:

F test (simultaneous testing)

The analysis was carried out using the SPSS data processing program version 26 which is summarized in the following table:

Table 3. F test results

F Count	F Table	Say.	Information
23,140	2,77	0,000	Influential

Source: SPSS Data Processing Version 22

- a. Based on the table above, it is known that the value of Sig. is equal to 0.000. Because the Sig. 0.000 < 0.05, then according to the basis of decision making in the

F test it can be concluded that the hypothesis is accepted in other words work motivation, competence and compensation simultaneously affect employee performance.

- b. The significance level used in this study is 0.05 with $df_1 =$ Number of independent variables and $df_2 = n-k-1$, so that $df_1 = 3$ and $df_2 = 59-3-1 = 55$. The value of F table = 2.77 . Because the value of F count > F table (23.140 > 2.77) it can be concluded that the hypothesis is accepted in other words work motivation, competence and compensation simultaneously affect employee performance.

T Test (partial test)

The summary of the results of the t test conducted in this study can be seen in the following table:

Table 4 of Test Results t

No	Variable	t _{count}	t _{table}	Say.	information
1.	Work Motivation (X ₁)	2.358	2,002	0,022	Influential
2.	Competency (X ₂)	2.386		0,020	Influential
3.	Compensation (X ₃)	2.119		0,039	Influential

Source: SPSS Data Processing Version 26

In this study used a significant level of 0.05, with the formula $t_{table} = (a/2 ; n-k-1) = (0.05/2 ; 59-3-1) = (0.025 ; 55)$ until the value of t_{table} is 2.002. The results of the t test for each variable can be explained as follows:

- a. Work Motivation (X₁) on employee performance (Y), obtained t count = 2.358 > t table = 2.002 and sig.0.000 value <0.05, then Ho is rejected and H₁ accepted. This means work motivation (X₁) partially has a positive and significant influence on employee performance (Y).
- b. Competency (X₂) on employee performance (Y), obtained t count = 2.386 > t table = 2.002 and a sig. value of 0.020 <0.05, then H₂ accepted and H₀ rejected. This means competence (X₂) partially has a positive influence on employee performance (Y).
- c. Compensation (X₃) on employee performance (Y), obtained t count = 2.119 > t table = 2.002 and a sig. value of 0.039 <0.05, then H₀ rejected and H₃ accepted. This means compensation (X₃) partially has a positive influence on employee performance (Y).

Determination Coefficient Test (R²)

The coefficient of determination (R²) is used in this study to see how the ability of the independent variables in explaining the dependent variable.

Table 5. Determination Coefficient Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.747 ^a	.558	.534	1.836	1.792
a. Predictors: (Constant), Compensation (X ₃), Competence (X ₂), Work Motivation (X ₁)					
b. Dependent Variable: Employee Performance (Y)					

Source: SPSS Data Processing Version 26

From the calculation results, in the multiple regression analysis that has been carried out, it is found that the value of R^2 in the table of 0.558 or 55.8%. This shows that the independent variables, namely work motivation, competence and compensation, have a contribution to the performance of employees of the Secretariat office of the Regional People's Representative Council of Majene Regency by 55.8%, while the remaining 44.2% is influenced by other variables not included in this study.

DISCUSSION

Based on the research results, several things can be obtained and known as follows:

Effect of work motivation (X_1) on the performance of (Y) employees of the Secretariat of the Regional People's Representative Council of Majene Regency.

Based on the results of testing the hypothesis it appears that motivation influences employee performance at the Secretariat office of the Regional People's Representative Council of Majene Regency as evidenced by the value for $t_{count} > t_{table}$ which t_{count} is 2.358 and for the value of $t_{table} = 2.024$ and sig. $0.022 < 0.05$. This means that the motivation of employees at the Secretariat of the Majene Regency Regional People's Legislative Assembly affects the performance of employees. This is indicated by the ability of working employees to always try to achieve predetermined work targets.

Based on the value of the questionnaire obtained, the score indicated that the majority of respondents gave responses that agreed on the motivational variable. This happened to all the questions where the majority of respondents gave agreed responses and in second place strongly agreed.

This indicates that the motivational variable is an important thing to note. The reason why motivation is so important is because if employees who work have encouragement and targets at work, productive ways of working and harmonious relationships with co-workers will be created to achieve work success. Thus it can be concluded that the better the motivation, the performance displayed by employees will also be better.

The results of this study are in line with the research of Raden Yohanes Luhur (2014) that work motivation has a significant effect on employee performance. The results of this study are also supported by Syawal's research (2018) which examines the effect of work motivation and organizational commitment on performance where in the results of his research it is concluded that motivation can affect employee performance.

According to Hasibuan (2010) motivation is the provision of driving force that creates the excitement of one's work, so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction.

Motivation shows that leaders know how to provide the right information to their subordinates so that they take the time to make the necessary efforts to obtain suggestions and recommendations regarding the problem at hand. For this reason, leadership skills are needed to provide motivation to their subordinates so they can work in accordance with the directions given. The results showed that motivation has a significant effect on employee performance.

The effect of competence (X_2) on employee performance (Y) at the Secretariat of the Regional People's Representative Council of Majene Regency.

Based on the results of hypothesis testing it appears that competence has a positive effect on the performance of employees of the Secretariat office of the Regional People's Representative Council of Majene Regency, as evidenced by the value for $t_{count} > t_{table}$ which t_{count} competence is 2.386 and for the value of $t_{table} = 2.024$ and sig. $0.020 < 0.05$.

This means that the better the competence possessed by employees, the better the performance they have.

Research conducted by Muhammad Riski Syahputra Tarigan, et al (2019) also shows results that are in line with this research that competency has a significant effect on employee performance. Another study conducted by Aprilda (2018) examined competency and performance variables. From the results of this study it was found that competence has a positive and significant effect on employee performance.

Effect of compensation (X_3) on the performance of employees (Y) of the Secretariat of the Regional People's Representative Council of Majene Regency.

Based on the results of testing the hypothesis it appears that compensation has a positive effect on the performance of employees of the Secretariat office of the Regional People's Representative Council of Majene Regency, as evidenced by the value for $t_{count} > t_{table}$ which t_{count} compensation is 2.119 and for the value of $t_{table} = 2.024$ and sig. 0.039 < 0.05. This means that the better the compensation owned by the agency, the better the performance of its employees.

The results of this study are also supported by Puja Aprilia's research (2018) that the effect of compensation on the performance of civil servants in the Medan City Sanitation and Landscaping Service Office can be said to be significant and has a positive effect with a percentage of 65% while the remaining 35% is influenced by other factors that not examined in this study. The results of this study are also supported by the research of Hera Rahmatin Barokah (2017) with the results of the study showing that simultaneously the compensation variable has a positive effect on employee performance at the Banjar City Social and Labor Office. Second, partially the components of compensation consisting of salaries, wages, incentives and compensation do not directly affect the performance of employees at the Banjar City Social and Labor Service.

Compensation is everything that is provided by the agency to employees to meet needs, both financial and non-financial, as remuneration so that the agency can operate and achieve agency goals. Compensation is one of the strong reasons and motives for employees to do a job because it involves important things, namely the fulfillment of life's needs. Through direct financial compensation employees are able to meet physical needs which are their basic needs.

The influence of work motivation, competence and compensation simultaneously (simultaneously) on employee performance at the Secretariat of the Regional People's Representative Council of Majene Regency.

Based on the results of testing the hypothesis, it appears that work motivation, competence and compensation together have a positive and significant effect on the performance of employees at the Secretariat of the Regional People's Representative Council of Majene Regency, as evidenced by the F value $F_{count} > F_{table}$, which F_{count} is 23.140 and for the value of F table = 2.77, and the sig. 0.000 < 0.05. This means that employees of the Secretariat of the Regional People's Legislative Council of Majene Regency, if they want to have good performance, should have high motivation at work, good competence and appropriate compensation. The balance between work motivation, competence and compensation has a major influence on the performance of an employee.

Motivation is in principle a strong rudder in bringing someone to implement management policies which can be manifested in enthusiastic behavior, goal oriented, and having clear work targets, both individually and in groups. Furthermore, according

to the Big Indonesian Dictionary, motivation is an effort that can cause a certain person or group of people to be moved to do something because they want to achieve the desired goal or get satisfaction with their actions.

Competence describes what people do in the workplace at various levels and details the standards of each level, identifying the characteristics, knowledge and skills required by individuals to enable them to carry out their duties and responsibilities effectively. Thus, professional quality standards will be achieved at work, and cover all aspects of performance management, certain skills and knowledge, attitude, communication, application, and development.

Compensation is an important function in human resource management because compensation is one of the most sensitive aspects of work relationships (Edy Sutrisno, 2014). Through work, humans hope to get rewards or compensation that will be used to meet these needs. Human needs vary and vary from one to another. This can be interpreted if the needs of employees in a government agency can be met, they will support and obey the orders of their leaders.

Work motivation has the most dominant influence on employee performance at the Secretariat office of the Regional People's Representative Council of Majene Regency.

Based on value results *beta standardized* it is known that the variable that has the greatest influence on employee performance is the work motivation variable of 0.304, this means that the work motivation variable has the most dominant influence on employee performance at the Secretariat office of the Regional People's Representative Council of Majene Regency. From the results of the calculation of effective contributions, it can be seen that work motivation affects employee performance at the Majene Regency Regional People's Representative Council Secretariat office by 30.4%, competency affects employee performance at the Majene Regency Regional People's Representative Council Secretariat office by 27.7% and compensation affects employee performance at the Secretariat of the Regional People's Representative Council of Majene Regency by 28.2% The remaining 13.7% is influenced by other variables not included in this study.

CONCLUSIONS AND SUGGESTIONS

CONCLUSIONS

This study aims to determine the effect of work motivation, competence and compensation on the performance of employees at the Secretariat of the Regional People's Representative Council of Majene Regency. Based on the analysis of the results of the research that has been done, the following conclusions can be drawn:

1. There is a positive and significant influence of work motivation, competency and compensation variables on the performance of employees in the Office of the Secretariat of the Regional People's Representative Council of Majene Regency, meaning that the better and the increased work motivation given to employees, the employee's performance is increasing. Conversely, the lower the work motivation given to employees, the lower the employee's performance. Competence is proven to affect employee performance. The need to improve competence for employees of the Majene Regency Regional People's Representative Council Secretariat office, so that employees are more enthusiastic about achieving good performance at work. Competence improvement can be done by holding several trainings related to office duties and responsibilities. Compensation is proven to affect employee performance.

The implications of this finding indicate that the fulfillment of appropriate compensation in the form of additional allowances and honoraria will encourage employees to work harder so as to improve their performance.

2. There is a positive and significant effect of work motivation, competency and compensation together on the performance of employees at the Secretariat of the Regional People's Representative Council of Majene Regency.
3. Work Motivation has the most dominant influence on the performance of employees of the Secretariat of the Regional People's Representative Council of Majene Regency. The results of this study indicate that work motivation in achieving good performance at the Secretariat office of the Regional People's Legislative Assembly of Majene Regency will be achieved if employees have encouragement from both leaders and colleagues in completing work.

SUGGESTION

Based on the conclusions above, it is recommended:

- a. In terms of work motivation, leaders should more often involve subordinates in decision making so that subordinates feel more valued and are more motivated to provide good performance.
- b. In connection with the competencies possessed by agency employees, it is better to carry out training frequently so that it will increase the understanding and skills possessed by employees, provide opportunities for employees who wish to continue their education so that the quality of these employees is increasing.
- c. Regarding the provision of compensation, the leadership should provide fair and appropriate compensation, for example, sometimes the office holds activities that require employees to work overtime so that employees will work longer hours than usual office hours but employees will receive compensation (honor overtime) from giving The compensation is expected by the agency or leadership to provide an appropriate and fair amount with other co-workers.

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