

THE INFLUENCE OF WORK MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT. XYZ

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Abstract:

This study aims to analyze the effect of work motivation and compensation on employee performance at PT. XYZ, a company engaged in manpower service provision (outsourcing). This study uses a quantitative approach, by obtaining data from questionnaires distributed using a saturated sampling technique, involving the entire population of 50 employees at PT. XYZ. Data analysis was performed using the Partial Least Square (PLS) method assisted by SmartPLS software. The findings reveal that work motivation has a positive and significant effect on employee performance, and compensation has a positive and significant effect on employee performance. Implementing strategies to boost motivation and establishing a fair, well-structured compensation system are vital components for the management of PT. XYZ to optimize employee performance.

Keywords: Work Motivation; Compensation; Employee Performance; Manpower Service Provision

Abstrak:

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan kompensasi terhadap kinerja karyawan di PT. XYZ, sebuah perusahaan yang bergerak di bidang penyediaan jasa tenaga kerja (*outsourcing*). Penelitian ini menggunakan pendekatan kuantitatif, dengan memperoleh data dari kuesioner yang didistribusikan menggunakan teknik sampling jenuh, yang melibatkan seluruh populasi 50 karyawan di PT. XYZ. Analisis data dilakukan menggunakan metode *Partial Least Square* (PLS) dengan bantuan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa motivasi kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, dan kompensasi memiliki pengaruh positif dan signifikan terhadap kinerja karyawan. Penerapan strategi untuk meningkatkan motivasi dan pembentukan sistem kompensasi yang adil dan terstruktur merupakan komponen-komponen penting bagi manajemen PT. XYZ untuk mengoptimalkan kinerja karyawan.

Kata Kunci: Motivasi Kerja; Kompensasi; Kinerja Karyawan; Penyedia Jasa Tenaga Kerja

1. Introduction

Employee performance has become one of the most important factors in determining organizational success in today's competitive business environment. Companies are required to ensure that employees are able to work effectively, efficiently, and productively in order to achieve organizational goals. According to Budiantara et al. (2022), employee performance refers to the results achieved by employees in carrying out their duties and responsibilities in accordance with organizational objectives. High employee performance reflects employees' ability to contribute positively to organizational effectiveness and sustainability. Furthermore, Andreas (2022) explains that employee performance is the quality and quantity of work achieved by employees in carrying out their responsibilities.

PT. XYZ is a company engaged in the provision of manpower services (outsourcing) in the manufacturing and industrial sectors. PT. XYZ acts as a strategic partner for companies using its services, providing workers in accordance with established operational standards. However, despite the company's responsibility to meet the human resource needs of partner companies and ensuring that the assigned workforce is capable, PT. XYZ struggles with the quality of employee performance in the company itself. Over the past year, PT. XYZ has experienced a decline in employee performance, which can be seen from the decreasing quality of work results, failure to achieve work targets, reduced productivity, and the increasing number of errors in completing tasks. This condition indicates that employee performance in PT. XYZ is still not optimal and requires serious attention from management. In order to do that, a study must be conducted to analyze the factors that can influence employee performance, before a strategy can be formulated to fix the issue at hand.

One of the factors that can influence employee performance is work motivation. Motivation plays an important role in encouraging employees to carry out their responsibilities with persistence and commitment. According to Esisuarni et al. (2024), work motivation is an individual's enthusiasm to continuously perform activities with high intensity and willingness, which ultimately affects work outcomes. Moreover, Herzberg through the Two Factor Theory explains that motivation is influenced by intrinsic factors such as achievement, recognition, and responsibility, which can improve job satisfaction and employee performance (Al Ghifari et al., 2025). At PT. XYZ, a large portion of its employees are showing a lack of work motivation, with an increasing number of absences and delays in completing tasks over the past year. The employees' decreasing motivation led to work not being completed on time and low-quality work results. This phenomenon explains why it's important for an employee to be motivated while working. Employees with high motivation are more likely to improve their performance and contribute effectively to the organization, by demonstrating greater responsibility and dedication.

In addition to motivation, compensation is also considered a crucial factor affecting employee performance. Compensation represents the rewards or appreciation given by companies to employees in return for their contributions and achievements. According to Melisa & Febrian (2025), compensation consists of direct compensation such as salaries, wages, commissions, and bonuses, as well as indirect compensation including insurance, benefits, pension funds, and training opportunities. Fair and appropriate compensation can increase employees' sense of appreciation, job satisfaction, and willingness to perform better. Furthermore, Trismi et al. (2025) emphasize that compensation functions as an appreciation for employees' dedication and contributions toward achieving organizational objectives. Despite its critical importance, observations at PT. XYZ revealed a pressing issue regarding the company's compensation system, employees have expressed significant dissatisfaction, as the current financial and non-financial compensation given to them do not align with their initial expectations. Furthermore, a misalignment exists between the compensation provided and the actual job descriptions and responsibilities assigned to the employees. This discrepancy between reality and expectation potentially creates a gap in job satisfaction, which may subsequently hinder overall employee performance. Therefore, it is important for companies to provide a proper compensation system in order to maintain employee performance.

Previous studies have discussed the relationship between work motivation, compensation, and employee performance separately. However, there are still inconsistencies in understanding how both factors simultaneously influence employee performance in different organizational contexts. In addition, changes in workplace dynamics and increasing employee expectations regarding rewards and career fulfillment create the need for further research related to these variables. This research is important because PT. XYZ needs empirical evidence regarding the extent to which work motivation and compensation contribute to improving employee performance.

Based on the description above, this study aims to analyze the effect of work motivation and compensation on employee performance at PT. XYZ. Specifically, this research seeks to determine whether work motivation and compensation have a positive and significant effect on employee performance. The findings of this study are expected to provide both theoretical and practical contributions, particularly for PT. XYZ, in developing strategies to improve its employees' performance through effective motivation and compensation systems.

2. Literature Review

2.1 Work Motivation (X1)

According to Fadhillah & Adiwati (2022), work motivation is defined as an individual's enthusiasm to continuously carry out activities with high intensity and willingness, which ultimately affects work outcomes. This perspective emphasizes that motivation originates from within the individual and is reflected through persistence, dedication, and voluntary effort in performing tasks. Employees

who possess strong motivation tend to demonstrate greater responsibility, maintain consistency in their performance, and show a higher level of commitment in achieving organizational objectives. Therefore, motivation becomes an important factor in improving both individual productivity and overall organizational effectiveness.

Meanwhile, according to Parashakti & Noviyanti (2021), work motivation is an internal drive that influences an individual's behavior in the workplace to achieve certain goals. This opinion highlights the role of psychological encouragement in shaping employee attitudes and actions. Motivation functions as a driving force that directs individuals to work more effectively, responsibly, and purposefully. Employees with strong internal motivation are generally more proactive in overcoming challenges, adapting to workplace demands, and striving to achieve both personal and organizational goals. Thus, motivation not only affects performance outcomes but also influences employees' attitudes toward their work environment.

In addition, Fianta et al. (2021) explain that work motivation is a condition that encourages individuals to perform various activities in order to fulfill desired goals or expectations. This definition suggests that motivation arises from the existence of needs, expectations, or aspirations that individuals seek to achieve through their work. Employees who are motivated will tend to show greater enthusiasm, initiative, and persistence in carrying out their responsibilities. Furthermore, motivated individuals are more likely to maximize their abilities and continuously improve their performance to attain the expected outcomes. In this sense, motivation serves as an essential element in encouraging employees to contribute optimally to organizational success.

Based on these perspectives, it can be concluded that motivation is a condition or process that encourages, directs, and influences individual behavior to perform certain actions in order to achieve goals and fulfill life needs. The motivation possessed by an individual determines the level of enthusiasm, effort, and persistence in working. With high motivation, individuals can be more easily directed and encouraged to achieve predetermined goals.

H1: Work motivation has a positive and significant effect on employee performance

2.2 Compensation (X_2)

Compensation is a form of reward or appreciation provided by a company to employees for their productive performance and contribution to the organization. According to Melisa & Febrian (2025), this reward is classified into two categories: direct compensation, which includes salaries, wages, commissions, and bonuses, and indirect compensation, which covers insurance, social benefits, pension funds, and training. On the other hand, Dessler in Kaho et al. (2025) defines compensation as all forms of rewards received by employees in return for their work contributions.

In line with this, Sedarmayanti in Lestari & Lestari (2025) states that compensation is a form of reward from the organization to employees for their dedication and work contributions. Therefore, to maintain optimal performance, companies are obligated to constantly support the fulfillment of their members' needs and well-being. This is supported by research from Kusuma & Darmawati (2025), which explains that compensation is a reward scheme from the organization as a form of appreciation for employees' dedication and tangible contributions to achieving the company's strategic goals.

Based on the aforementioned sources, compensation represents the entirety of rewards and appreciation, both direct, such as salaries, commissions, and bonuses, and indirect, such as insurance, benefits, and pension funds provided by an organization to its employees in recognition of their dedication, productive performance, and tangible contributions toward achieving the company's strategic objectives. Rather than being a mere transactional exchange for services, the provision of compensation serves as a vital instrument for companies to ensure employee well-being and meet their needs, thereby fostering sustained optimal performance.

H2: Compensation has a positive and significant effect on employee performance

2.3 Employee Performance (Y)

According to Desiyani et al. (2025), performance is the result achieved by employees in carrying out the tasks and responsibilities assigned to them by the organization. Employee performance reflects the extent to which employees are able to complete their work effectively, efficiently, and in accordance with organizational objectives. High employee performance indicates that employees are capable of fulfilling their responsibilities and contributing positively to the achievement of company goals.

Furthermore, Simanjuntak & Novi (2021) states that performance can be assessed through work standards as well as the technical and non-technical skills possessed by employees as a form of contribution to the company. Technical abilities relate to employees' competence in completing their work, while non-technical abilities include communication, teamwork, discipline, and adaptability in the work environment. Employees who are able to meet established work standards demonstrate good performance and provide valuable contributions to organizational success.

Meanwhile, Sarbin (2021) explains that performance is a measurable aspect that can be used as the basis for evaluating employees or work organizations, which also reflects employees' understanding of their duties and responsibilities. Performance measurement is important for organizations because it can help evaluate the effectiveness of employees' work and determine whether organizational targets have been achieved properly. Based on these opinions, it can be concluded that employee performance is the work result achieved by employees in carrying out their duties and responsibilities in accordance with the standards and objectives established by the company, which can be measured through employees' ability, quality of work, and contribution to the organization.

3. Research Methods

3.1. Object, Time and Place

The object of this research is PT. XYZ, a company engaged in manpower service provision (outsourcing). The subjects of this research are all employees of PT. XYZ, totaling 50 employees. This research was conducted at PT. XYZ in April 2026.

3.2. Data Collection Techniques

This study uses a quantitative approach. The data used in this research consist of primary and secondary data. Primary data is obtained directly from respondents through questionnaires distributed to all employees of PT. XYZ, while secondary data is obtained from supporting sources such as journals, books, and other literature relevant to the study. This study uses a saturated sampling technique because all employees of PT. XYZ are used as research respondents.

The data collection technique in this study is carried out using questionnaires. The questionnaires were prepared based on indicators of the work motivation, compensation, and employee performance variables and distributed to respondents to obtain research data. Respondents' answers are measured using a Likert scale, ranging from 1 to 5 (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree).

3.3. Data Analysis Techniques

The data analysis technique in this study uses the Partial Least Square (PLS) method with the assistance of SmartPLS software. The PLS method is used to analyze the effect of work motivation and compensation on employee performance, and to test the hypotheses formulated in this study. Data analysis is conducted through outer model and inner model testing. The outer model testing aims to measure the validity and reliability of the research instruments on the work motivation, compensation, and employee performance variables. Meanwhile, the inner model testing aims to determine the relationships and effects among variables in this study.

4. Results and Discussion

4.1. Research Results

4.1.1 PLS Model

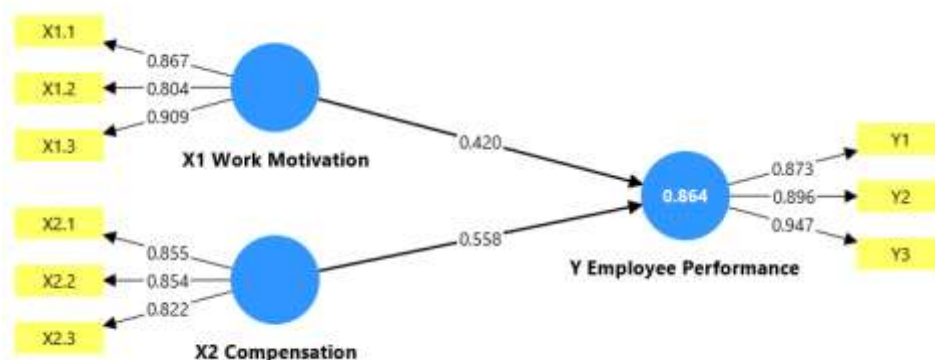


Figure 1. PLS Model

Source: Data Processing, SmartPLS Output, 2026

4.1.2 Outer Model

a. Convergent Validity

Table 1. Outer Loading

	Work Motivation (X1)	Compensation (X2)	Employee Performance (Y)
X1.1	0.867		
X1.2	0.804		
X1.3	0.909		
X2.1		0.855	
X2.2		0.854	
X2.3		0.822	
Y1			0.873
Y2			0.896
Y3			0.947

Source: SmartPLS Output, 2026

Based on the outer loading table above, all indicators of the Work Motivation (X1), Compensation (X2), and Employee Performance (Y) variables show factor loading values (original sample) greater than 0.5 and are statistically significant, as indicated by the green markings. These results demonstrate that each indicator is able to adequately represent its respective construct. Therefore, it can be concluded that all indicators in this study have fulfilled the requirements of convergent validity and can be considered valid and reliable measures of their corresponding variables.

b. Discriminant Validity

Table 3. Cross Loadings

	Work Motivation (X1)	Compensation (X2)	Employee Performance (Y)
X1.1	0.867	0.694	0.760
X1.2	0.804	0.685	0.698
X1.3	0.909	0.692	0.781
X2.1	0.691	0.855	0.707
X2.2	0.706	0.854	0.826
X2.3	0.627	0.822	0.723
Y1	0.703	0.769	0.873
Y2	0.775	0.782	0.896
Y3	0.870	0.876	0.947

Source: SmartPLS Output, 2026

Discriminant validity was assessed using cross-loading values to ensure that each indicator correlates more strongly with its own construct than with others. Based on the results of the cross-loading analysis, all loading factor values for each indicator (highlighted in bold) on the variables of Work Motivation (X1), Compensation (X2), and Employee Performance (Y) showed higher loading factor values compared to the loading factors of indicators from other variables. This indicates that each indicator has a stronger correlation with its respective construct than with other constructs. Therefore, it can be concluded that all indicators used in this study have met the validity requirements and demonstrate good discriminant validity.

c. Reliability and Validity

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability (rho A)	Composite Reliability (rho C)	Average variance extracted (AVE)
Work Motivation (X1)	0.824	0.829	0.896	0.741
Compensation (X2)	0.798	0.803	0.881	0.712
Employee Performance (Y)	0.890	0.899	0.932	0.821

Source: SmartPLS Output, 2026

The reliability values, based on Cronbach's Alpha, Composite reliability Rho_A and Rho_C for each variable are all greater than 0.7 and indicated in green. This signifies that all constructs in this study have met the assumptions of the reliability test. Consequently, it can be concluded that the instruments used are reliable and consistent in measuring the intended constructs. In addition, the Average Variance Extracted (AVE) values for each variable have met the validity standard of greater than 0.5. Specifically, the AVE value for Work Motivation (X1) is 0.741, for Compensation (X2) is 0.712, and for Employee Performance (Y) is 0.821. Therefore, all variables in this study can be considered to have good validity.

4.1.3 Inner Model

a. R-Square Test

Table 4. R-Square

	R-Square	R-Square adjusted
Employee Performance (Y)	0.864	0.858

Source: SmartPLS Output, 2026

The R-Square value for the Employee Performance dependent variable is 0.864, indicating a strong model. This means that Work Motivation and Compensation can explain 86.4% of the variance in Employee Performance, while the remaining 13.6% is explained by other variables outside this study.

b. Hypothesis Test

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Work Motivation (X1) → Employee Performance (Y)	0.420	0.429	0.112	3.743	0.000
Compensation (X2) → Employee Performance (Y)	0.558	0.546	0.110	5.089	0.000

Source: SmartPLS Output, 2026

Based on the table above, it can be concluded that the proposed hypotheses are accepted.

- Hypothesis 1: Work Motivation has a positive and significant effect on Employee Performance, is **accepted**.
This is evidenced by the path coefficient value of 0.420 and the T-statistic value of 3.743, which is greater than 1.96 (based on the $Z\alpha = 0.05$ table value). In addition, the P-value of 0.000 is lower than 0.05, indicating that the effect is statistically significant. These findings suggest that higher levels of work motivation are associated with improved employee performance.
- Hypothesis 2: Compensation has a positive and significant effect on Employee Performance, is **accepted**.
This is supported by the path coefficient value of 0.558 and the T-statistic value of 5.089, which exceeds the critical value of 1.96. Furthermore, the P-value of 0.000 is below the significance threshold of 0.05, confirming that the relationship is statistically significant. This result indicates that better compensation contributes positively to enhancing employee performance.

4.2. Discussion

4.2.1 The Influence of Work Motivation on Employee Performance

Based on the hypothesis testing results in table 5, the Work Motivation variable (X1) is proven to have a positive and significant influence on Employee Performance (Y) at PT. XYZ. This is evidenced by the path coefficient value (Original Sample) of 0.420, a T-statistic value of 3.743 (which is greater than the critical value of 1.96), and a *P-Value* of 0.000, which falls below the 0.05 significance threshold. Therefore, the first hypothesis (H1), which states that work motivation has a positive and significant effect on employee performance, is accepted.

This finding indicates that the level of employee performance at PT. XYZ highly depends on the strength of their work motivation. When employees possess high enthusiasm, persistence, and commitment, they tend to optimize both their technical and non-technical skills to fulfill their

responsibilities. This result supports Herzberg's Two-Factor Theory, which emphasizes that intrinsic factors such as recognition and responsibility directly drive job satisfaction and performance enhancement. Furthermore, this finding aligns with the perspectives of Fadhilah & Adiwati (2022) as well as Parashakti & Noviyanti (2021), which state that motivation acts as an internal psychological drive that directs employee behavior to work more effectively, proactively overcome workplace challenges, and contribute tangibly to achieving organizational goals.

4.2.2 *The Influence of Compensation on Employee Performance*

Based on the structural model analysis in Table 5, the Compensation variable (X2) is found to have a positive and significant influence on Employee Performance (Y) at PT. XYZ. This empirical evidence is supported by the path coefficient value (Original Sample) of 0.558, a T-statistic value of 5.089 (well exceeding the critical value of 1.96), and a P-Value of 0.000 (< 0.05). Consequently, the second hypothesis (H2), which posits that compensation has a positive and significant effect on employee performance, is accepted.

This empirical result indicates that the compensation system implemented at PT. XYZ plays a crucial role in boosting employee productivity. The fact that the impact of compensation (0.558) is greater than that of work motivation (0.420) signifies that rewards from the company serve as the primary catalyst for employees to deliver their best work outcomes. As stated by Melisa & Febrian (2025) and Sedarmayanti in Lestari & Lestari (2025), compensation (encompassing direct forms like salaries and bonuses, as well as indirect forms like insurance and benefits) is not merely a transactional exchange for services but a vital instrument to ensure employee well-being. When employees feel that their dedication and tangible contributions are fairly appreciated through an appropriate reward system, their sense of appreciation and job satisfaction increase. This ultimately encourages the employees of PT. XYZ to consistently maintain optimal performance and meet the established organizational standards.

4.3. *Relevance to Research Objectives*

The findings of this study are able to fulfill the research objectives already established previously, which was to determine whether work motivation and compensation have a positive and significant effect on employee performance at PT. XYZ. Through the research results, this study proves that employees with high motivation will be driven to work harder and participate as best as they can to help realize organizational goals, and a compensation system that properly and fairly rewards the employees for their contributions will also urge them to do well in their workplace. The more employees are motivated and compensated well, the more likely the quality of their performance increases.

With the empirical evidence this study provides, PT. XYZ can focus on developing the necessary strategies to increase their employees' motivation in the workplace, and also establish a well-structured compensation system that is appropriate to the workload that the employees must undertake, to help solve the performance issue that has been affecting its employees over the past year due to lack of motivation and dissatisfaction with the compensation they were given. New strategies being put in place will ensure that their employees can work effectively and efficiently, produce satisfactory work results, and always be committed to the company.

The discoveries being made in this study also helps to clear up the uncertainty regarding the inconsistent results of previous studies, in which the results vary and the effects of work motivation and compensation on employee performance can be different from one study to another. With this study and its results, there is now more proof that work motivation and compensation positively influence employee performance.

5. Conclusion

This study shows that both work motivation and compensation hold a crucial role in enhancing employee performance at PT. XYZ. Work motivation has a positive and significant effect on employee performance, which shows that employee performance will increase in quality the more employees are motivated. Compensation has a positive and significant effect on employee performance too, which means that a better compensation system being established by the company will result in better employee performance as well. The results of this study indicate that implementing strategies to boost employees' motivation and setting a good system for compensation will greatly help with optimizing employee performance at PT. XYZ. The limitations of this study are due to the fact the object being used is only in one company, which can limit the generalizability of the findings. For further research, it is recommended to expand the object of the study to multiple companies, that can also be in other fields, and add other relevant variables to research, to obtain a more comprehensive picture of factors that influence employee performance.

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