The Influence of Work Stress and Compensation on Employee Work Motivation at PT Amanah Travel Indonesia, Riau Branch

Nur Alwinda[1], Elvi Lastriani[2]
[1,2]Sekolah Tinggi Ilmu Ekonomi (STIE) Dharma Putra Pekanbaru, Indonesia
Email: nuralwinda41@gmail.com

Abstract

This study aims to examine the influence of work stress and compensation on employee work motivation at PT Amanah Travel Indonesia, Riau Branch. The research focuses on analyzing the partial and simultaneous effects of work stress and compensation on employee work motivation. The research employed a quantitative approach. The population consisted of 35 employees of PT Amanah Travel Indonesia, Riau Branch, and all members of the population were selected as respondents using a saturated sampling technique (census method). Data were collected through questionnaires and interviews, while data analysis was conducted using descriptive statistical analysis and statistical tests with the assistance of SPSS version 24. The results indicate that work stress has a significant influence on employee work motivation, as evidenced by a t-count value of 3.843 and a significance level of 0.001. Compensation also has a positive and significant influence on employee work motivation, with a t-count value of 4.921 and a significance level of 0.000. Furthermore, the simultaneous test shows that work stress and compensation jointly have a significant influence on employee work motivation, with an F-count value of 23.091 and a significance level of 0.000. The correlation coefficient (R) is 0.769, indicating a strong relationship between the independent variables and employee work motivation. Meanwhile, the Adjusted R Square value of 0.565 indicates that work stress and compensation explain 56.5% of the variation in employee work motivation, while the remaining 43.5% is influenced by other factors outside this research model. Based on these findings, the company should improve work stress management through clearer job descriptions and a supportive working environment, while maintaining a fair and adequate compensation system to strengthen employee motivation.

Keywords: *Work Stress, Compensation, Work Motivation, PT Amanah Travel Indonesia.*

A. INTRODUCTION

In the current era of globalization, increasing business competition requires organizations to pay greater attention to the quality of their human resources as an essential part of organizational development strategies. Human resources play a significant role in determining the achievement of organizational goals and business sustainability. One of the important factors influencing organizational success is employee work motivation, as motivated employees tend to demonstrate greater enthusiasm, commitment, and optimal performance in carrying out their responsibilities. According to (Gitosudarmo & Sudita, 2015), motivation is a driving factor that encourages individuals to engage in particular activities and influences their behavior. Similarly, (Afandi, 2018) explains that work motivation is an internal desire that encourages individuals to perform their jobs enthusiastically, sincerely, and seriously to achieve good-quality results.

Employee work motivation is particularly important in service-oriented companies because the quality of services provided depends considerably on employee involvement and dedication. PT Amanah Travel Indonesia, Riau Branch, is a company engaged in Hajj, Umrah, and travel services. Employees are expected to maintain high levels of motivation to provide satisfactory services and ensure that pilgrims experience comfortable and well-organized religious journeys. According to (Hartatik, 2018) , work motivation encourages and supports human behavior so that employees are willing to work enthusiastically and achieve optimal results. Furthermore, (Sutrisno, 2019) identifies internal and external factors that influence work motivation, including recognition, working conditions, adequate compensation, supervision, job security, and organizational regulations.

One of the factors that may influence employee work motivation is work stress. Work stress refers to the pressure experienced by employees when dealing with their job responsibilities. (Sinambela, 2017) defines work stress as the feeling of pressure experienced by employees in facing their work. In addition, Asih et al. (2018) describe work stress as a condition arising from the interaction between individuals and their work, which creates physical and psychological tension and affects employees' emotions and thought processes. (Mangkunegara, 2017) also explains that working conditions, role conflicts, and career development are among the factors that can contribute to work stress. These conditions indicate that excessive work demands, unclear responsibilities, and workplace pressures require appropriate management to maintain employees' motivation and working effectiveness.

At PT Amanah Travel Indonesia, Riau Branch, employees face various operational demands, particularly when handling customer requests, travel documentation, and intensive Hajj and Umrah departure schedules. These responsibilities may create work pressure, especially during busy operational periods. The preliminary survey involving 10 employees indicated that the average work stress score reached 3.85, suggesting a relatively high level of perceived work stress. The survey identified several contributing factors, including anxiety regarding busy departure schedules, overtime work during Umrah departures, conflicts and misunderstandings during busy periods, and additional assignments outside regular working hours. These conditions highlight the importance of effective work stress management to maintain a supportive working environment and employee motivation.

Another important factor influencing employee work motivation is compensation. Compensation represents the rewards provided by an organization in return for employees' contributions and services. According to (Hasibuan, 2019) , compensation includes all income in the form of money or goods, either directly or indirectly, received by employees as remuneration for their services to the company. (Marwansyah, 2016) further explains that compensation consists of fair and appropriate direct or indirect, financial or non-financial rewards given to employees in recognition of their contributions to organizational objectives. Therefore, an

adequate and equitable compensation system is important in encouraging employees to maintain their enthusiasm and commitment toward their work.

At PT Amanah Travel Indonesia, Riau Branch, compensation is provided in several forms, including basic salaries, departure bonuses, holiday allowances, annual allowances, and additional payments for extra assignments. The company also provides opportunities for employees to perform Umrah as a form of additional appreciation. Based on the company's compensation data presented in the preliminary research, basic salaries range from IDR 1,500,000 to IDR 3,000,000 per month, while departure bonuses range from IDR 10,000 to IDR 100,000. Other forms of compensation include holiday allowances and annual allowances. These compensation arrangements demonstrate the company's efforts to recognize employee contributions and support their work motivation. In line with this, (Wardhana, 2022) defines compensation as all income in the form of money or goods, directly or indirectly, received by employees in return for services provided to an organization.

The preliminary survey results also provide an overview of employee motivation at PT Amanah Travel Indonesia, Riau Branch. Based on the responses of 10 employees, the overall average score for work motivation was 3.88, indicating a generally good assessment. Employees expressed positive responses regarding workplace facilities, attention and recognition from superiors, and opportunities to develop their work abilities. However, the aspect of workplace comfort and safety received the lowest average score of 2.20, indicating that improvements in working conditions remain necessary. These findings suggest that although the company has implemented several practices to support employee motivation, certain workplace conditions and operational pressures still require managerial attention.

Previous theoretical discussions indicate that work motivation is influenced by various internal and external factors, including work stress and compensation. (Sutrisno, 2019) emphasizes that adequate compensation and supportive working conditions are important external factors in encouraging employee motivation. Meanwhile, (Afandi, 2018) identifies task demands, role demands, interpersonal demands, organizational structure, and organizational leadership as indicators related to work stress. These perspectives provide a theoretical basis for examining how work stress and compensation influence employee work motivation within the organizational context of PT Amanah Travel Indonesia, Riau Branch.

Based on these conditions, this study aims to analyze the influence of work stress and compensation on employee work motivation at PT Amanah Travel Indonesia, Riau Branch. Specifically, the study examines the partial influence of work stress on employee work motivation, the partial influence of compensation on employee work motivation, and the simultaneous influence of both independent variables on employee work motivation. The findings are expected to provide useful information for company management in developing appropriate work stress management practices and maintaining a fair compensation system to strengthen

employee motivation and support the quality of services provided to Hajj and Umrah pilgrims.

B. LITERATURE REVIEW

1. Work Motivation

Work motivation is an important factor that influences employee behavior, enthusiasm, and willingness to achieve organizational goals. According to (Gitosudarmo & Sudita, 2015), motivation is a driving factor that encourages individuals to perform particular activities and influences their behavior. Afandi (2018) defines work motivation as an internal desire that encourages individuals to perform their activities or jobs sincerely, enthusiastically, and seriously to achieve good-quality results. Similarly, (Hartatik, 2018) explains that work motivation influences and supports human behavior, encouraging employees to work diligently and enthusiastically to achieve optimal results. Furthermore, (Muflihin, 2024) explains that work motivation is a condition that influences, directs, and maintains behavior related to the work environment. Motivation also encourages employees to act in accordance with organizational goals. (Sumardjo & Priansa, 2018) define work motivation as behavior and factors that influence employees to demonstrate intensity, direction, and persistence in achieving organizational goals.

According to (Sutrisno, 2019) , work motivation is influenced by internal and external factors. Internal factors include the desire to survive, possess something, receive appreciation and recognition, and gain authority. Meanwhile, external factors include working conditions, adequate compensation, supervision, job security, status and responsibility, and flexible organizational regulations.

Furthermore, (Afandi, 2018) identifies five indicators of work motivation: (1) rewards, referring to financial and non-financial compensation received by employees; (2) working conditions, referring to a comfortable, safe, and supportive working environment; (3) work facilities, referring to the facilities and infrastructure supporting employees' activities; (4) work achievement, referring to the results achieved by employees in completing their responsibilities; and (5) recognition from superiors, referring to appreciation and acknowledgment of employees' achievements.

2. Work Stress

Work stress refers to the psychological and physical pressure experienced by employees when dealing with their job responsibilities. (Sinambela, 2017) defines work stress as the feeling of pressure experienced by employees when facing their work. According to (Asih et al., 2018), work stress arises from interactions between individuals and their work, creating physical and psychological tension that affects emotions, thinking processes, and employees' overall conditions. (Afandi, 2018) further explains that work stress occurs when there is an incompatibility between individuals and their work characteristics, including unclear changes within the organization.

According to (Mangkunegara, 2017) , several factors contribute to work stress, including working conditions, role conflicts, and career development. Poor working conditions and excessive workloads may cause employees to experience fatigue, difficulty concentrating, and reduced work productivity. Unclear responsibilities and limited career development opportunities may also create pressure among employees.

(Afandi, 2018) identifies five indicators of work stress: (1) task demands, relating to job responsibilities and working conditions; (2) role demands, relating to the pressure associated with an individual's organizational role; (3) interpersonal demands, referring to pressure created through interactions with other employees; (4) organizational structure, relating to unclear positions, authority, roles, and responsibilities; and (5) organizational leadership, referring to management styles that may create organizational tension and anxiety.

3. Compensation

Compensation represents the rewards or remuneration provided by an organization to employees in return for their contributions and services. According to (Handoko, 2016), compensation refers to everything employees receive as remuneration for their work. (Sadikin et al., 2020) explain that compensation can be classified into three forms: direct financial compensation, indirect financial compensation, and non-financial compensation. (Hasibuan, 2019) defines compensation as all income in the form of money or goods, either directly or indirectly, received by employees in return for the services they provide to the company. (Wibowo, 2016) defines compensation as the package offered by an organization to employees in return for the use of their labor. Furthermore, Marwansyah (2016) explains that compensation includes fair and appropriate direct or indirect, financial or non-financial rewards provided to employees for their contributions toward achieving organizational objectives.

According to (Hasibuan, 2019) , compensation policies are influenced by several factors, including labor supply and demand, the company's ability and willingness to pay, labor unions, employee productivity, government regulations, cost of living, and employees' job positions. These factors influence the determination of compensation levels within an organization.

(Wardhana, 2022) identify four indicators of compensation: (1) salary, referring to regular financial payments received by employees; (2) allowances, referring to additional benefits provided by the company, such as position, family, transportation, and housing allowances; (3) incentives, referring to additional compensation given based on employee achievements or performance; and (4) facilities, referring to additional benefits provided by the company to support employees' working activities and welfare.

4. Previous Research

Previous studies provide empirical support for examining the relationship between work stress, compensation, and employee work motivation. (Hartanto & others, 2022) examined the influence of work stress on employee motivation at the Politeknik Ketenagakerjaan during the implementation of Work From Home (WFH). The study involved 58 respondents and found that work stress had a negative and significant influence on employee motivation, with a significance value of 0.04. The coefficient of determination was 0.071, indicating that work stress explained 7.1% of the variation in employee motivation.

(Kurniati & Mulyani, 2025) investigated the influence of work stress on the motivation of fresh graduate employees. Using questionnaire data from 105 respondents, the study found a significant relationship between work stress and work motivation, with a significance value of 0.001 and an F-value of 11.067. The coefficient of determination was 0.097, indicating that work stress explained 9.7% of employee motivation.

(Aziz, 2018) examined the influence of compensation on employee work motivation at PT Hamatetsu Indonesia. The study involved 186 respondents and employed path analysis. The results demonstrated that compensation had a significant influence on employee work motivation, with a t-value of 4.600 and a significance value of 0.000.

(Usniatin, 2022) investigated the influence of compensation on employee work motivation at KSPPS Gumarang Akbar Syariah in Mataram. Using a quantitative approach and saturated sampling involving 11 employees, the study found that compensation significantly influenced work motivation, with a significance value of 0.013. The coefficient of determination was 0.516, indicating that compensation explained 51.6% of the variation in employee motivation.

(Robby & others, 2020) examined the influence of work stress and compensation on employee performance, with work motivation as an intervening variable at Mandiri Utama Finance. The study involved 35 respondents. The findings showed that work stress had a positive and significant influence on work motivation, with a coefficient of 0.470 and a significance value of 0.003. Compensation also had a positive and significant influence on work motivation, with a coefficient of 0.302 and a significance value of 0.043.

These previous studies demonstrate that work stress and compensation are relevant factors in understanding employee work motivation. However, the findings differ across research settings, particularly regarding the direction and magnitude of the relationship between work stress and motivation. Therefore, the present study examines both variables simultaneously within the organizational context of PT Amanah Travel Indonesia, Riau Branch.

5. Relationship Between Variables

Work stress is one of the factors that may influence employee motivation. Excessive job demands, role conflicts, interpersonal pressure, and unclear

organizational responsibilities may affect employees' psychological conditions and enthusiasm at work. (Sinambela, 2017) explains that work stress involves feelings of pressure experienced by employees when performing their responsibilities. (Hartanto & others, 2022) also found a negative and significant relationship between work stress and employee motivation. Based on these theoretical and empirical considerations, work stress is considered an important variable in examining employee motivation at PT Amanah Travel Indonesia, Riau Branch.

Compensation plays an important role in encouraging employees to maintain their enthusiasm and commitment toward organizational objectives. Adequate and fair compensation can serve as recognition of employees' contributions. (Sutrisno, 2019) identifies adequate compensation as one of the external factors influencing work motivation. Furthermore, (Aziz, 2018) , (Usniatin, 2022) , and (Robby & others, 2020) provide empirical evidence that compensation significantly influences employee work motivation. Therefore, compensation is considered an important factor in supporting employee motivation at PT Amanah Travel Indonesia, Riau Branch.

Employee work motivation is influenced by various internal and external factors. Work stress represents workplace pressure that may affect employees' psychological conditions, while compensation represents the rewards received in return for their contributions. (Sutrisno, 2019) explains that working conditions and adequate compensation are among the external factors influencing work motivation. (Robby & others, 2020) also demonstrate that work stress and compensation are relevant variables in examining employee motivation. Accordingly, examining both variables simultaneously provides an understanding of their combined influence on employee work motivation at PT Amanah Travel Indonesia, Riau Branch.

Based on the theoretical framework and previous research, the hypotheses of this study are formulated as follows:

H1: Work stress has a significant influence on employee work motivation at PT Amanah Travel Indonesia, Riau Branch.

H2: Compensation has a significant influence on employee work motivation at PT Amanah Travel Indonesia, Riau Branch.

H3: Work stress and compensation simultaneously have a significant influence on employee work motivation at PT Amanah Travel Indonesia, Riau Branch.

C. METHOD

The research was conducted at PT Amanah Travel Indonesia, located at Jl. Paus No. 127D, Tangkerang Barat, Marpoyan Damai District, Pekanbaru City, Riau, Indonesia. This study employed a quantitative research approach to examine the influence of work stress and compensation on employee work motivation at PT Amanah Travel Indonesia, Riau Branch. The research focused on three variables: work stress as the first independent variable (X1), compensation as the second independent variable (X2), and work motivation as the dependent variable (Y).

Quantitative data were collected and analyzed to test the relationships between these variables.

The population consisted of all 35 employees of PT Amanah Travel Indonesia, Riau Branch. This study used a saturated sampling technique, also known as census sampling, in which all members of the population were included as research respondents. Therefore, the total sample comprised 35 employees.

The study used primary and secondary data. Primary data were obtained through interviews and questionnaires distributed to employees. Secondary data were collected from documentation, company archives, documents, and relevant literature. The questionnaire was developed using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to measure respondents' perceptions of work stress, compensation, and work motivation.

The research analysis included the following procedures:

1. Validity and Reliability Tests: These tests were conducted to assess the validity and consistency of the questionnaire items.
2. Classical Assumption Tests: These consisted of normality, multicollinearity, heteroscedasticity, and autocorrelation tests.
3. Multiple Linear Regression Analysis: This analysis examined the effects of work stress and compensation on work motivation using the following equation: $Y = a + b_1X_1 + b_2X_2$
4. Hypothesis Testing: The t-test was used to examine the partial effects of each independent variable, while the F-test examined their simultaneous effects.
5. Correlation and Determination Tests: The correlation coefficient (R) measured the strength of the relationship between the variables, while the coefficient of determination (Adjusted R^2) measured the proportion of variation in work motivation explained by work stress and compensation.

D. RESULT AND DISCUSSION

The study involved 35 employees of PT Amanah Travel Indonesia, Riau Branch. Based on the respondents' demographic characteristics, 19 respondents (54.3%) were female and 16 (45.7%) were male. Most respondents were aged 20–30 years (77.1%), held a bachelor's degree (71.4%), and had worked for 1–3 years (42.9%). Regarding monthly basic salary, 45.7% received between IDR 1,000,000 and IDR 2,000,000, while 40.0% received between IDR 2,000,000 and IDR 3,000,000.

Main text should be started from a new page after the Title and Abstract page. We prefer authors to use Word processor, Palatino Linotype, 12 pt at the main text. They also should follow the heading and some other writing formats mentioned following to make easier responsibilities of the Journal layout editors and proofreaders. Main text should be started from a new page after the Title and Abstract page. We prefer authors to use Word processor, Palatino Linotype, 12 pt at the main text. They also should follow the heading and some other writing formats mentioned following to make easier responsibilities of the Journal layout editors and proofreaders. Main text should be started from a new page after the Title and

Abstract page. We prefer authors to use Word processor, Palatino Linotype, 12 pt at the main text. They also should follow the heading and some other writing formats mentioned following to make easier responsibilities of the Journal layout editors and proofreaders.

Main text should be started from a new page after the Title and Abstract page. We prefer authors to use Word processor, Palatino Linotype, 12 pt at the main text. They also should follow the heading and some other writing formats mentioned following to make easier responsibilities of the Journal layout editors and proofreaders. Main text should be started from a new page after the Title and Abstract page. We prefer authors to use Word processor, Palatino Linotype, 12 pt at the main text. They also should follow the heading and some other writing formats mentioned following to make easier responsibilities of the Journal layout editors and proofreaders.

The findings indicate that work stress has a positive and statistically significant effect on employee work motivation at PT Amanah Travel Indonesia, Riau Branch. This is supported by a t-value of 3.483, which exceeds the t-table value of 1.694, and a significance value of 0.001, which is below 0.05. The regression coefficient of 0.401 indicates a positive relationship between work stress and work motivation. These findings suggest that variations in work stress are significantly associated with changes in employee motivation.

The descriptive results show that work stress obtained an average score of 3.86, categorized as "Agree." Organizational leadership received the highest average score of 3.91, followed by interpersonal demands and organizational structure, both scoring 3.89. These findings indicate that employees experience work-related pressures associated with organizational leadership, workplace relationships, and job responsibilities. In line with (Sinambela, 2017), work stress refers to feelings of pressure experienced by employees when facing work-related situations. Asih et al. (2018) also explain that work stress can arise from interactions with work that create physical and psychological tension.

The result is consistent with the previous research conducted by (Robby & others, 2020), which identified a significant relationship between work stress and employee work motivation. In the context of PT Amanah Travel Indonesia, employees are required to manage various operational activities related to Hajj and Umrah travel services. These responsibilities may create work pressure while also influencing employees' efforts and motivation in completing their duties.

The findings demonstrate that compensation has a positive and statistically significant effect on employee work motivation at PT Amanah Travel Indonesia, Riau Branch. The t-value of 4.921 exceeds the t-table value of 1.694, while the significance value of 0.000 is below 0.05. The positive regression coefficient of 0.862 indicates that improvements in compensation are associated with increases in employee work motivation.

The descriptive analysis shows that compensation received an average score in the "Agree" category. The indicators included salary, allowances, incentives, and

facilities. These findings suggest that compensation is an important factor associated with employees' motivation to perform their work. This supports Marwansyah (2016), who explains that compensation represents direct and indirect financial and non-financial rewards provided to employees in return for their contributions to an organization.

These findings are also consistent with previous research by(Usniatin, 2022) and (Robby & others, 2020), which found that compensation has a significant relationship with employee work motivation. In the context of PT Amanah Travel Indonesia, appropriate compensation can serve as recognition of employees' contributions and encourage them to maintain their work performance and commitment to organizational objectives.

The simultaneous test results indicate that work stress and compensation jointly have a statistically significant effect on employee work motivation at PT Amanah Travel Indonesia, Riau Branch. This is demonstrated by an F-value of 23.091, which exceeds the F-table value of 3.305, and a significance value of 0.000, below 0.05. Therefore, both independent variables contribute significantly to explaining employee work motivation when considered together.

The correlation coefficient (R) of 0.769 indicates a strong relationship between work stress, compensation, and employee work motivation. Furthermore, the Adjusted R Square value of 0.565 shows that work stress and compensation explain 56.5% of the variation in employee work motivation, while the remaining 43.5% is associated with other factors outside the research model.

These findings indicate that employee work motivation is associated with both the psychological conditions experienced in the workplace and the rewards provided by the company. Work stress reflects the pressures employees encounter while performing their responsibilities, whereas compensation represents the rewards they receive for their contributions. Therefore, managing workplace pressure alongside providing appropriate compensation is important for supporting employee motivation and maintaining service quality at PT Amanah Travel Indonesia, Riau Branch.

E. CONCLUSION

The work stress has a positive and significant influence on employee work motivation. This is indicated by a t-value of 3.483, which is greater than the t-table value of 1.694, with a significance level of 0.001. The regression coefficient of 0.401 indicates a positive relationship between work stress and employee work motivation. Compensation has a positive and significant influence on employee work motivation. This is demonstrated by a t-value of 4.921, which exceeds the t-table value of 1.694, with a significance level of 0.000. The regression coefficient of 0.862 indicates that compensation has a positive relationship with employee work motivation. Work stress and compensation simultaneously have a significant influence on employee work motivation. The F-test produces a value of 23.091, which is greater than the F-table value of 3.305, with a significance level of 0.000.

Furthermore, the adjusted R-squared value of 0.565 indicates that work stress and compensation explain 56.5% of the variation in employee work motivation, while the remaining 43.5% is explained by other factors outside the scope of this research. Overall, the findings demonstrate that work stress and compensation are significant factors associated with employee work motivation at PT Amanah Travel Indonesia, Riau Branch.

REFERENCES

1. Afandi, P. (2018). *Manajemen Sumber Daya Manusia: Teori, Konsep Dan Indikator*. Zanafa Publishing.
2. Asih, G. Y., Hardani, & Widhiastuti, R. D. (2018). *Stres Kerja*. University Press.
3. Aziz, M. (2018). Pengaruh Kompensasi Terhadap Motivasi Kerja di PT Hamatetsu Indonesia. *Journal of Management and Business*, *3*(1).
4. Gitosudarmo, I., & Sudita, I. N. (2015). *Perilaku Keorganisasian*. Yogyakarta: BPFE.
5. Handoko, H. (2016). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE.
6. Hartanto, & others. (2022). Pengaruh Stres Kerja Terhadap Motivasi Kerja di Politeknik Ketenagakerjaan Selama Penerapan Work from Home (WFH). *Jurnal Manajemen dan Bisnis*, *1*(3).
7. Hartatik, I. P. (2018). *Buku Praktis Mengembangkan SDM*. Laksana.
8. Hasibuan, M. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
9. Kurniati, & Mulyani. (2025). Pengaruh Stres Kerja Terhadap Motivasi Kerja Pada Karyawan Fresh Graduate. *Ilmiah Ilmu Pendidikan*, *8*(6).
10. Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
11. Marwansyah. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.
12. Muflihin, Muh. H. (2024). *Motivasi Kinerja*. Berkah Aksara Cipta Karya.
13. Robby, D., & others. (2020). Pengaruh Stress Kerja dan Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening Pada Mandiri Utama Finance. *Jurnal Ilmu Manajemen Terapan*, *1*(6).
14. Sadikin, A., Misra, I., & Hudin, M. S. (2020). *Pengantar Manajemen dan Bisnis*. K-Media.
15. Sinambela, L. P. (2017). *Manajemen Sumber Daya Manusia*. JakartaL Bumi Aksara.
16. Sumardjo, M., & Priansa, D. J. (2018). *Manajemen Pengembangan Sumber Daya Manusia: Konsep-Konsep Kunci*. Alfabeta.
17. Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Pernanda Media Group.
18. Usniatin. (2022). *Pengaruh Kompensasi Terhadap Motivasi Kerja Karyawan di Studi Koperasi Simpan Pinjam Dan Pembiayaan Syariah (KSPS) Gumarang Akbar Syariah Kota Mataram* (Undergraduate thesis, UIN Mataram).
19. Wardhana, A. (2022). *Manajemen Kinerja (Konsep Teori dan Penerapannya)*. Penerbit Media Sains Indonesia.
20. Wibowo. (2016). *Manajemen Kinerja*. Depok: RajaGrafindo Persada.