

## **Analysis of The Compensation System in Efforts to Increase Work Motivation at CV Wewe Travel, Malang City**

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### **INDEXING**

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### **ABSTRACT**

This study provides an analysis of the compensation system implemented at CV Wewe Travel in Malang City and its impact on employee motivation at work. The findings indicate that the existing compensation system, encompassing both financial and non-financial components, plays a significant role in enhancing employee motivation, work enthusiasm, loyalty, and overall performance. However, several issues remain, including the misalignment between workload and compensation, as well as a suboptimal rewards system. These shortcomings may limit the effectiveness of the current compensation strategy in fully motivating employees. Therefore, it is recommended that the company conduct a comprehensive evaluation and improvement of its compensation system to ensure greater fairness, transparency, and alignment with employee contributions. A well-structured and equitable compensation system is expected to foster higher levels of motivation and create a more productive work environment. Ultimately, improving the compensation system can contribute positively to organizational performance and the achievement of company objectives.

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## **INTRODUCTION**

Within any organization, human resources represent one of the most critical assets, encompassing employees, laborers, and workers. They are regarded as the most valuable resource because, unlike other organizational inputs, human resources embody dignity and intrinsic worth that must be respected and upheld. This distinct value arises from their unique capabilities, including the capacity to think, innovate, and engage with their environment. As the central factor of production, human resources play a pivotal role in managing and optimizing other resources. Such as capital, technology, and raw materials in order to achieve organizational objectives. Therefore, effective management of human resources is essential for enhancing organizational performance and ensuring long-term success. Human resource management can be understood as a systematic process of planning, organizing, directing, and controlling the workforce to achieve strategic objectives. This process encompasses key activities such as recruitment, selection, training, development, and performance evaluation. As the most valuable organizational asset, human resources contribute not only by managing other inputs but also by generating added value and strengthening competitive advantage. Consequently, organizations must uphold the dignity of their workforce and foster a supportive, enabling environment that promotes both individual and collective performance.

## **LITERATURE REVIEW**

### **Compensation**

Compensation represents a form of reward provided to employees in recognition of the work they contribute to the organization. Within personnel management, one of the key strategies to enhance performance, job satisfaction, motivation, and overall productivity is through the provision of appropriate compensation. It can be understood as both a right and an entitlement that employees receive upon fulfilling their responsibilities. More broadly, compensation may be defined as the remuneration or benefits granted to employees as payment for their labor.

According to Hasibuan Malayu S.P (2016:118), compensation encompasses all forms of remuneration, whether monetary or non-monetary, that employees receive directly or indirectly as recognition for the services they provide to the organization. To enhance employee performance—which in turn influences overall productivity—companies must implement compensation strategies that serve both as a source of motivation and as a means of retaining long-serving employees.

### **Compensation Factors**

There are several appropriate compensation factors that should attract highly qualified workers, provide them with job satisfaction, and motivate them to succeed. (Sutrisno, 2017):

1. Wage and salary levels are provided by various competing organizations
2. to attract comparative representation.
3. Government regulations, including local state or federal minimum wage laws.
4. Typical costs for basic goods.
5. The organization's capacity to pay
6. Worker productivity

### **Indicators of Compensation Provision**

According to Husein Umar (2014), the indicators of compensation are as follows:

1. Salary is the compensation given by the employer to employees, which is received routinely every month.
2. Incentive is a reward or compensation given to motivate workers to have high work productivity.
3. Bonus is a one-time payment given for achieving performance targets.
4. Wage is the payment given to employees for the number of hours worked.
5. Premium is something given as an award or motivation to encourage high work productivity for employees.

There are several functions of providing compensation, including:

1. Efficient allocation of human resources. This function indicates that providing adequate compensation to high-performing employees will encourage employee work productivity.
2. More efficient and effective use of human resources. Providing compensation to employees has implications for the organization to utilize its workforce as efficiently and effectively as possible. Thus, the organization will gain maximized benefits or profits.
3. Encouraging economic stability and growth. The compensation system directly addresses organizational stability and indirectly contributes to improving the overall stability and economic growth of the country.

### **Work Motivation**

According to Hasibuan (2016), the term *motivation* derives from the word *motive*, which refers to a driving force. Motivation can therefore be understood as a conscious state that compels an individual to engage in certain actions or activities. It reflects an internal desire that prompts a person to act in pursuit of specific objectives. In this sense, motivation functions as the primary force that directs individual goals and encourages maximum contribution to organizational success. Importantly, the attainment of organizational objectives is closely linked to the fulfillment of personal goals among its members.

According to Firman M. and Aslam J. (2021), motivation encompasses the unique combination of feelings, thoughts, and past experiences that shape both the internal and external dynamics of an organization. Its significance is underscored by the extensive attention it has received from philosophers, sociologists, psychologists, and management scholars. Work motivation plays a crucial role in determining organizational productivity, as without the willingness of employees to collaborate for the benefit of the company, the established goals cannot be realized.

### **The Importance of Work Motivation**

According to Veithza Rivai (2018), work motivation plays a critical role in shaping organizational dynamics, as it encompasses multiple aspects that influence employee behavior and performance. Most notably, motivation is closely linked to productivity: employees who feel motivated tend to demonstrate higher efficiency, deliver stronger performance outcomes, and contribute meaningfully to the achievement of organizational objectives. The success of an organization depends not only on the technical competencies of its workforce but also on the degree of motivation that drives their efforts. Furthermore, motivation directly affects job satisfaction, as employees who are motivated are more likely to experience fulfillment in their daily tasks. This sense of satisfaction fosters a positive work environment, encouraging collaboration and supporting both individual and collective growth. This factor not only fosters employee well-being but also contributes positively to the overall organizational culture. Moreover, work motivation is closely linked to employee retention, as motivated individuals are more likely to remain committed to their organization. A lower turnover rate, in turn, reduces the costs and resources typically required for recruiting and training new personnel.

### **Work Motivation Factors**

According to Robins, S.P (2008), there are various attributes that can be observed in someone who has work inspiration, including:

1. Presentation is based on effort and ability along with exhibitions through meetings.
2. Able to complete work.
3. There is often substantial input on how he should complete tasks ideally, adequately, and effectively (Rusni, 2020).

### **Work Motivation Indicators**

Work motivation indicators according to Enny (2019) are as follows:

1. Responsibility, having a strong sense of responsibility towards one's work.
2. Work Achievement, doing the job as well as possible.
3. Opportunity to Advance, having the desire to receive wages according to the work performed.
4. Performance Recognition, having the desire to receive higher wages than what is appropriate.
5. Challenging Work, having the desire to study harder to master the job in their field.

## **RESEARCH METHOD**

### **Research Location**

The location in the research conducted at CW WEWE Travel is located at Jl. Joyo Raharjo no. 281, Merjosari, Lowokwaru District, Malang City, East Java 65144. The research time is the time during which the research is conducted; this research was carried out from January 22 to February 22.

### **Type of Research**

This study employs a qualitative research approach. In essence, research methods provide systematic procedures for obtaining data to serve specific purposes. The qualitative method, grounded in post-positivist philosophy, is applied to examine the research object (Sugiyono, 2017). Data collection was conducted through triangulation, combining observation, interviews, and documentation, with the findings aimed at interpreting meanings and generating hypotheses. The author selected this method to gain a comprehensive understanding and description of the employee work system at CV. WEWE Travel.

### **Data Sources**

Qualitative research has primary data sources derived from words and actions while the rest are supplementary data such as documentation and literature. Here, data sources are divided into two, namely:

- a. Primary Data

Primary data refers to information collected directly by researchers for a specific

purpose, aimed at addressing the problem under investigation. Such data is obtained firsthand from the original source or the setting in which the research object is located. In practice, researchers gather primary data by responding to research questions through surveys or by conducting direct observations. The key advantage of primary data lies in its accuracy, as it reflects what is directly observed and experienced by the researcher, thereby minimizing the risk of distortion or falsehood. In this study, primary data was obtained through interviews and direct observations at CV WEWE Travel, located in Malang City, East Java Province.

b. Secondary Data

Secondary data are documents, archives, books, reports, magazines, or other things that are of a documentary nature such as previous notes that can be used as a source of information or information related to the research object can be referred to as secondary data.

### Data Collection Techniques

According to Sugiyono (2018:105), data collection techniques represent a crucial stage in the research process, as the primary objective of any study is to obtain reliable data. Without a clear understanding of appropriate collection methods, researchers risk failing to acquire data that meets established standards. Common techniques employed in qualitative research include observation, interviews, and documentation.

1. Interview

Interviews serve as a key technique for data collection, particularly when researchers aim to conduct preliminary studies to identify problems requiring investigation or to gain deeper insights from respondents. Through interviews, researchers are able to capture perspectives and interpretations of situations and phenomena that may not be accessible through observation alone (Stainback, Susan in Sugiyono, 2018:114). Furthermore, Sugiyono (2018:123–124) emphasizes that to ensure interview results are properly documented and verifiable, researchers should utilize supporting tools such as notebooks, audio recorders, cameras, and other devices.

2. Observation

Nasution, as cited in Sugiyono (2018:106), asserts that observation forms the foundation of all scientific knowledge. Researchers can only work with data, which consist of factual information about the real world obtained through systematic observation. Such data are often collected with the aid of advanced instruments, enabling the clear examination of objects that are either very small or located at great distances. Marshall, also cited in Sugiyono (2018:106), emphasizes that observation allows researchers to gain insights into behavior and to interpret the meaning underlying such behavior.

3. Documentation

According to Sugiyono (2018:124), documents are records of past events. Documents can take the form of writings, images, or monumental works by someone. Documents in the form of images include photos, live images, sketches, and others. Documents in the form of writings include diaries, life histories, stories,

biographies, regulations, and policies. Documents in the form of works include art, such as sculptures, films, pictures, and others.

## **Data Analysis**

Data analysis refers to the process of organizing and interpreting information collected through interviews, field notes, and documentation, with the aim of producing conclusions that are accessible both to the researcher and to others. This study employs the interactive analysis model developed by Miles and Huberman. Following the completion of data collection, Miles and Huberman (2024:16) outline qualitative data analysis as comprising three interrelated and simultaneous activities: data reduction, data display, and conclusion drawing, all of which form a continuous analytical cycle. The analysis applied in this research is qualitative and descriptive, beginning with a systematic review of all data obtained from multiple sources in the field, including interviews, field notes, personal records, official documents, and photographs.

### **1. Data Reduction**

Huberman, as cited in Sugiyono (2018), explains that data reduction involves the process of selecting, simplifying, abstracting, and transforming raw information derived from field notes. This activity is not limited to the post-data collection stage but continues throughout the research process, beginning even before data are fully gathered, as reflected in the conceptual framework, research problems, and the data collection strategies adopted by the researcher.

Data reduction encompasses several key activities: (1) summarizing information, (2) coding, (3) identifying themes, and (4) forming clusters. The process involves a rigorous selection of data, followed by the creation of concise summaries or brief descriptions, and the categorization of information into broader patterns.

### **2. Data Presentation**

Huberman, as cited in Sugiyono (2018), describes data presentation as the process of organizing information in a structured manner to facilitate the drawing of conclusions and the formulation of actions. In qualitative research, data can be presented through various forms such as narrative texts (e.g., field notes), matrices, graphs, networks, and charts. These formats integrate information coherently and make it more accessible, thereby enabling researchers to identify patterns, assess the validity of conclusions, and, if necessary, conduct further analysis.

### **3. Verification**

According to Miles Huberman in Sugiyono (2018), the initial conclusions presented are still temporary and will change if strong evidence is not found to support them in the next stage of data collection. However, if the conclusions presented at the initial stage are supported by valid and consistent evidence when the researcher returns to the field for data collection, then the conclusions are credible.

## **Data Validity**

Lincoln and Guba (1985), as cited in Wijaya (2018), argue that data validity in

qualitative research is inherently realistic, complex, and dynamic, meaning that findings are rarely consistent or repetitive in their original form. Ensuring validity can be achieved through triangulation in the data collection process. Sugiyono (2015:83) defines triangulation as a technique that integrates multiple data sources and methods. Similarly, Wijaya (2018:120–121) explains that triangulation involves cross-checking information from different sources, employing varied data collection techniques, and considering temporal dimensions to strengthen the credibility of research findings.

a. Triangulation Source

Wijaya (2018) notes that source triangulation, as a means of testing data credibility, is conducted by cross-checking information obtained from multiple sources, including interview results, archival records, and other relevant documents.

b. Triangulation Technique

Wijaya (2018) explains that technique triangulation for testing data credibility is conducted by verifying information obtained from the same source using different methods. For instance, data gathered through observation may subsequently be cross-checked through interviews to ensure accuracy and reliability.

c. Member check

Amzir (2014) defines member checking as the process of verifying data obtained by the researcher with the original source. The purpose of this procedure is to assess the accuracy of the information provided by informants. If inconsistencies are identified during the member check, informants are given the opportunity to make corrections. The revised data then becomes the basis for the researcher's analysis in the study.

## RESULT AND DISCUSSION

### Compensation System Implemented at Cv Wewe Travel in Malang City

Based on interview findings, the payroll system at CV Wewe Travel in Malang City does not fully adhere to minimum wage standards across all job categories, particularly within the Customer Service (CS) department. In contrast, drivers may earn incomes exceeding a certain threshold, depending on workload and the number of trips completed. This suggests that the company's compensation structure is flexible and tailored to the specific characteristics of each occupational role. Consequently, the payroll system reflects a greater emphasis on the operational dynamics of the travel service business.

In addition to providing a basic salary, the company implements an incentive system tied to the achievement of work targets. These incentives take the form of daily bonuses, supplementing the fixed salary, with amounts varying according to individual employee performance. This arrangement demonstrates the company's adoption of a performance-based compensation approach. The implementation of such incentives reflects the organization's effort to enhance productivity by recognizing and rewarding work outcomes.

At CV Wewe Travel, bonus provisions are clearly defined and mutually agreed upon with employees. Bonuses are awarded to both Customer Service staff and drivers, though the mechanisms differ according to the nature of each role. The transparency and

clarity of these rules indicate that the compensation system is systematically organized. This demonstrates the company's commitment to establishing a reward structure that is easily understood and accepted by all employees.

At CV Wewe Travel, wage payments are consistently made on time at the end of each month. This regularity reflects the company's commitment to fulfilling employee rights in a timely manner. The transition from a daily to a monthly payment system also illustrates the management's progress in financial administration. Ensuring punctual payment plays a crucial role in maintaining stability within the working relationship between management and employees.

Beyond financial compensation, CV Wewe Travel also provides premiums in the form of work facilities, such as mobile phones and operational vehicles, for selected employees. The provision of these facilities is intended to support the efficiency and effectiveness of work activities. This premium system illustrates that the company's rewards are not limited to monetary benefits but also extend to practical resources that facilitate job performance. Accordingly, the compensation structure represents a combination of direct and indirect forms of remuneration.

Overall, the compensation system implemented at CV Wewe Travel in Malang City can be characterized as flexible, performance-oriented, and tailored to the specific demands of the travel service industry. The company applies a structured combination of basic salaries, incentives, bonuses, punctual wage payments, and premiums in the form of work facilities. Although the system does not yet fully align with regional minimum wage standards across all positions, it nonetheless demonstrates a clear organizational framework and mechanism. In this way, the compensation scheme has been designed to correspond with the operational requirements of the company.

Hasibuan (2016) defines financial compensation as encompassing all forms of income provided to employees, both direct—such as basic salaries, incentives, and bonuses—and indirect, including health benefits, meal allowances, and social security. The purpose of such compensation is not only to meet employees' economic needs but also to serve as a motivational tool for enhancing productivity. Similarly, Wibowo (2020) emphasizes that financial compensation plays a vital role in fostering work enthusiasm and employee loyalty, as it is perceived as a form of appreciation. Consequently, establishing a fair and competitive compensation system is essential for promoting job satisfaction and optimal performance. Numerous studies have examined the influence of financial compensation on employee outcomes across various industries, including property and housing development. However, findings remain inconsistent, with some scholarly disagreements regarding the nature of the relationship between financial compensation and employee performance. Despite these variations, the majority of studies conclude that financial compensation exerts a positive and significant effect on employee performance.

Compensation comprising basic salaries, bonuses, incentives, and allowances is generally regarded as effective in enhancing employee motivation, loyalty, and productivity. For instance, Sari and Nugroho (2020) found that competitive sales incentives and bonuses significantly increased enthusiasm and target achievement among marketing staff in housing development firms. Conversely, some studies highlight potential negative effects of financial compensation, particularly when the system fosters jealousy, inequity, or an excessive focus on material rewards without acknowledging the intrinsic value of work. Fitriani and Lubis (2018) in Wasis (2025), for example, reported that

disproportionate incentive distribution among project teams led to internal conflict and reduced group effectiveness in real estate construction projects. Other research suggests that financial compensation may exert little or no influence on employee performance, especially when non-financial factors play a stronger role. Wahyuni and Pratama (2019) observed that in certain small-scale development companies, employee motivation was more strongly shaped by supportive work environments and job security than by material incentives.

Handoko (2012) identifies non-financial compensation as encompassing elements such as a supportive work environment, recognition of achievements, opportunities for career advancement, harmonious workplace relationships, and a sense of job security. Such forms of compensation are instrumental in fostering employee loyalty and emotional attachment to the organization. Sutrisno (2016) further emphasizes that non-financial rewards serve as a strategy to stimulate intrinsic motivation, thereby driving sustained performance improvement. Although not monetary in nature, non-financial compensation remains a vital component of human resource management, contributing to a positive organizational climate and enhanced productivity. Empirical studies generally support its positive impact on employee performance, noting that recognition, growth opportunities, and supportive environments strengthen intrinsic motivation. For example, Sari and Widodo (2020) found that employee recognition and empowerment significantly improved productivity. Nonetheless, some research highlights potential drawbacks when non-financial compensation is poorly implemented. Promotions without transparent criteria may generate jealousy and demotivation, while overly relaxed work environments can undermine discipline. Putra and Melani (2019) in Wasis (2025) observed that excessive flexibility and insufficient supervision reduced focus and performance among project staff in medium-scale property companies.

Several studies suggest that non-financial compensation does not significantly influence employee performance, particularly when basic financial needs remain unmet. In such cases, employees tend to prioritize salary and benefits over symbolic rewards or training opportunities. For instance, Andini and Ramadhani (2021) in Wasis (2025) found that among construction field workers, factors such as recognition or work environment were insufficient to drive performance, as their primary concern was salary certainty and incentives. Against this backdrop, the present study seeks to examine the influence of both financial and non-financial compensation on employee performance.

### **Compensation System in Influencing Employee Work Motivation at CV Wewe Travel, Malang City**

The findings indicate that the compensation system implemented is closely linked to employees' sense of responsibility in carrying out their work. Management underscores the importance of responsibility across all areas of operation while also paying attention to employees' health conditions. This organizational support reflects the company's effort to foster a work environment that promotes commitment and discipline. Such conditions contribute to the development of responsibility as an integral aspect of employees' work motivation.

Furthermore, a work system that requires tasks to be completed within specific time frames fosters optimal performance, as timely execution is directly linked to service quality and customer satisfaction. The provision of performance-based incentives and bonuses

further strengthens employees' motivation to work efficiently and effectively. In this regard, the compensation system contributes to improved performance by rewarding achieved outcomes. According to Ardinaya (2022) in Ma'rifah et al (2026), the company also offers opportunities for advancement through salary increases based on employees' abilities and mastery of the work system. This policy reflects the principle that all employees have equal opportunities to develop in line with their competencies. The prospect of salary increases serves as a motivating factor for employees to enhance their skills and work quality, indicating that the compensation system exerts a long-term influence on work motivation.

In addition, performance recognition—whether delivered through direct praise or via the company's internal communication channels—has a positive effect on employee motivation. Such acknowledgment reinforces employees' sense of being valued for their efforts and achievements. The company also provides opportunities for individuals from diverse educational backgrounds to learn and master the work system. Work challenges, when accompanied by supportive compensation, encourage employees to continue developing their competencies and to demonstrate optimal performance.

Overall, the compensation system implemented at CV Wewe Travel in Malang City has been shown to positively influence employee motivation. Financial compensation, such as incentives and bonuses, functions as an external driver, while non-financial compensation, including recognition and opportunities for development, strengthens intrinsic motivation. The integration of these two dimensions fosters a work orientation grounded in responsibility and achievement. Accordingly, the compensation system at CV Wewe Travel contributes to enhancing employee motivation in line with the objectives of this research.

According to Firman M. and Aslam J. (2021), motivation is shaped by unique feelings, thoughts, and past experiences that form part of the internal and external dynamics of a company. Its importance has long been recognized, prompting extensive research by philosophers, sociologists, psychologists, and management scholars. Work motivation is a critical determinant of organizational productivity; without it, employees are unlikely to cooperate in achieving company goals. Conversely, high levels of motivation among employees serve as a strong foundation for organizational success. From this perspective, motivation can be understood as an effort to influence individuals to behave in ways that align with organizational objectives. It is therefore the responsibility of managers to foster motivation within the workforce. Based on this understanding, motivation encompasses three key elements: effort, organizational goals, and the fulfillment of needs, all of which are essential for maximizing company performance.

## CONCLUSION

Based on the results of research on the compensation system in an effort to increase employee work motivation at CV Wewe Travel in Malang City, the following conclusions were obtained:

1. The compensation system implemented at CV Wewe Travel in Malang City comprises a basic salary, incentives, bonuses, routine monthly wage payments, and premiums in the form of work facilities such as mobile phones and operational vehicles. The payroll structure does not fully comply with Regional Minimum Wage standards across all positions, particularly in the Customer Service (CS)

- division, while driver earnings remain dynamic, depending on the number of trips and work intensity. Incentives and bonuses are distributed based on the achievement of work targets, in accordance with agreements between management and employees. Wage payments are consistently made on time, reflecting the company's commitment to fulfilling employee rights. Overall, the compensation system is flexible and tailored to the operational characteristics of the transportation service business.
2. The compensation system at CV Wewe Travel in Malang City has a demonstrable impact on employee motivation. Performance-based incentives and bonuses encourage employees to enhance productivity and achieve established targets. Opportunities for salary increases, determined by ability and mastery of the work system, further motivate employees to improve their competence. Recognition of performance, whether through praise or the provision of work facilities, strengthens intrinsic motivation. The integration of financial and non-financial compensation fosters a work spirit oriented toward responsibility and achievement. Thus, the compensation system has been shown to play a significant role in supporting the enhancement of employee motivation, consistent with the objectives of this research.

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