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THE INFLUENCE OF COMPENSATION AND WORK MOTIVATION ON EMPLOYEE JOB SATISFACTION IN THE YOROZU AUTOMOTIVE INDONESIA COMPANY

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Abstract

Purpose: This study aims to determine the influence of compensation and work motivation on employee job satisfaction at PT Yorozu Automotive Indonesia.

Research Methodology: The study used a questionnaire as the instrument and a sample of 64 employees. Associative research was employed to understand the influence between the independent and dependent variables through multiple linear regression.

Results: The results show that compensation has a positive influence on employee job satisfaction, work motivation has a positive influence on employee job satisfaction, and both compensation and work motivation have a positive influence on employee job satisfaction.

Limitations: The study was limited to PT Yorozu Automotive Indonesia, and the findings may not be generalizable to other organizations.

Contribution: The findings of this study can be useful for human resource management, particularly in the automotive industry, to understand the importance of compensation and work motivation in enhancing employee job satisfaction.

Keywords: *Compensation, Work Motivation, Work Motivation*



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1. INTRODUCTION

Human Resources are the most important capital in every business organization because they are the ones who carry out daily operations, make critical decisions, and innovate for the company's progress. High-quality human resources can increase efficiency, encourage growth and maintain competitive advantage. Investments in HR development, such as training and skills development, not only increase individual productivity but also strengthen company culture and increase employee loyalty. In this case, managers must pay attention to how they manage their work teams appropriately, including creating a comfortable, safe and fair work environment, providing appropriate salaries, and paying attention to various other aspects. To produce employees who have high job satisfaction, companies must create conditions that can

encourage employees to develop and increase their capacity optimally. One effort that must be taken is to provide satisfactory compensation (Sedarmayanti. 2019).

PT Yorozu Automotive Indonesia is a four-wheeled vehicle spare parts manufacturer from Japan, part of the Yorozu Group. Founded in Jakarta in 2012 and moved to Karawang in 2013, this company collaborates with PT Honda Prospect Motor, PT Suzuki Indomobil Motor, PT Fuji Seat Indonesia, and PT Kubota Indonesia. Having been operating for 10 years with 176 employees, this company is expected to be able to create good working conditions to improve the performance of its employees.

Job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors according to Edy Sutrisno (2019:74). There are several factors that influence employee job satisfaction. These factors are categorized by (Sutrisno, 2017: 80) into four factors that influence job satisfaction. Psychological factors (interest, work breaks, attitudes and emotions at work), social factors (related to social interactions between colleagues and superiors), physical factors (type of work, working time regulations, work equipment, room conditions, temperature, lighting, exchange air, employee health, age), and financial factors (salary, social factors).

To analyze employee job satisfaction at PT Yorozu Automotive Indonesia, data is needed that has a direct influence on job satisfaction at PT Yorozu Automotive Indonesia. The following is pre-research data conducted by researchers at PT Yorozu Automotive Indonesia which the researchers have processed, including the following: After conducting pre-research by distributing questionnaires to PT Yorozu Automotive Indonesia, researchers found a phenomenon regarding employee job satisfaction, namely lack of satisfaction with employees. cannot work optimally with their respective work skills, employees do not have satisfaction in carrying out work activities, and the types of benefits received are not in accordance with the employee's work.

According to (Indahingwati & Nugroho, 2019: 189) states that compensation is a very important thing for an employee or a measure of the value of the employee's work itself, on the other hand, the size of compensation can affect work performance, motivation and job satisfaction." Meanwhile, according to Handoko (2017: 183), compensation is everything that employees receive as compensation for their work. Compensation can be given in various forms, such as in the form of giving money, providing materials and facilities, and in the form of providing career opportunities. Providing compensation is very important for employees, because the size of the compensation is a measure of the employee's work performance. At PT Yorozu Automotive Indonesia, compensation is not in accordance with the work load, as research from (Aromega et al., 2019) shows that there is no match between compensation and work load. Compensation is one thing that is very influential in work, therefore PT Yorozu Automotive Indonesia employees consider that the salaries given to employees are commensurate with the work they do.

Providing compensation to PT Yorozu Automotive Indonesia, some of which are in accordance with the Karawang Regency UMR, which currently reaches IDR. 5,200,000, Apart from compensation, there is also work motivation which influences job satisfaction in a company. According to (Busro, 2018: 50), work motivation is very effective in increasing and fulfilling employee job satisfaction where work motivation factors are measured through intrinsic factors (need for achievement and interests) and extrinsic factors (job security, salary and promotion). . High work motivation exists in the employees themselves, namely capital for a company to be able to achieve high job satisfaction, this is the hope that the company wants to achieve. Job

satisfaction will ultimately encourage employees to be more active in their work to be better and be able to contribute optimally to the company.

Regarding work motivation, namely the high level of employee absenteeism at PT Yorozu Automotive Indonesia (due to negligence, permission and illness), which has the potential to affect the company's performance, indicating that employee motivation and job satisfaction are still low. Meanwhile, before employee absenteeism and remuneration, there are quite a few employees who do not comply with the rules and are often late or leave work early. However, after there were clear consequences for performance, such as wages being cut, employee performance increased significantly (Yeremia & Nuridin, 2022).

This research also uses Research Gap, namely research conducted by Dhita Andriani and Yovie Emanda (2020), Apomfires & Attamimi (2020) stated that compensation has a significant positive effect on job satisfaction but the results of this research are not in line with research conducted by Dewi Suryani Harahap & Hazman Khair (2019) and Yustika (2022) stated that compensation does not have a significant effect on job satisfaction, whereas previous research conducted by (Parimita et al., 2018) found that motivation had a significant effect on job satisfaction, but the results of the research were not the same as those conducted by Mappamiring (2020).) and Yustika (2022) stated that work motivation does not have a significant effect on job satisfaction.

This shows that compensation and employee work motivation influence employee job satisfaction, therefore every company must always try so that its employees have a high level of job satisfaction and enthusiasm, because if the company is able to increase the level of employee satisfaction, many benefits will be obtained, such as increasing work efficiency, reducing damage, minimizing absenteeism, and increasing the possibility of achieving better results (Robby Christian Wangsa, 2016:710-711).

The aims of this research are: 1). To find out, analyze and explain the effect of compensation on employee job satisfaction at PT Yorozu Automotive Indonesia. 2). To find out, analyze and explain the influence of work motivation on employee job satisfaction at PT Yorozu Automotive Indonesia. 3). To find out, analyze and explain the influence of compensation and work motivation together on employee job satisfaction at PT Yorozu Automotive Indonesia.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Literature Review

Human Resource Management

According to (Sutrisno 2019) human resource management is planning, organizing, directing and supervising the procurement, development, compensation, integration, maintenance and termination of employment relations with the aim of achieving the company's organizational goals. In the journal, according to Mangkunegara (2017:2), human resource management is defined as planning, organizing, coordinating, implementing and supervising the procurement, development, provision of services, integration, maintenance and separation of workforce in order to achieve organizational goals. According to (Aji Tuhagana, 2020) Human Resources are the power of human thought and creativity that is still stored within oneself, which needs to be explored, nurtured, developed to make the best use of it for the welfare of human life. Human resources are the potential abilities possessed by humans which consist of the ability to think, communicate, act and have morals to carry out an activity (technical or managerial). These abilities will be able to influence human attitudes and behavior in achieving life goals, both

individually and collectively. Human resources are all the potential possessed by humans which is contributed or given to society to produce goods or services.

Based on the definition above, we can synthesize; Human resource management is the process of planning, organizing, directing and supervising the procurement, development, compensation and maintenance of workforce to achieve organizational goals. Human resources include the potential of human thinking and abilities that need to be developed for prosperity and productive contributions in producing goods or services.

Organizational behavior

According to Wibowo in the book (Wijaya 2017) organizational behavior is the study of human behavior in an organizational environment, the relationship between individuals and organizations, and the organization itself. In the book (Widyanti 2019) organizational behavior is an applied behavioral science built from a number of behavioral disciplines, especially psychology, sociology and anthropology. Psychology's contribution is mainly to individual or micro level analysis, organizational behavior is an applied behavioral science that is based on a number of behavioral disciplines, especially psychology, sociology and anthropology. The contribution of psychology, especially at the individual or micro level analysis, job satisfaction is also considered important because of its relationship with positive behavior. In the book (Wijaya 2017) Organizational Behavior is a field of study that investigates the impact of individuals, groups and structures on behavior in organizations with the aim of applying such knowledge to improve organizational effectiveness.

Based on the definition above, it can be synthesized; Organizational Behavior is a field of study that explores the impact of individuals, groups, and organizational structures on behavior within them.

Compensation

Compensation, according to Thamrin (2019) is expenses and costs for the company hoping that the compensation paid will receive greater work performance rewards from employees. According to Panggabean in Sutrisno (2017: 181), compensation can be defined as remuneration for the contribution they make to the organization. According to Enny (2019:37) compensation can be defined as a form of reciprocal service provided to employees as a form of appreciation for their contribution and work to the organization.

Based on the definition above, it can be synthesized; Compensation is remuneration provided by the company to employees as appreciation for their contribution and work performance, with the hope of improving employee performance.

Work motivation

According to Sitorus (2020), work motivation is one of the things that influences human behavior. Motivation is also called a driver, desire, supporter or needs that can make someone driven and motivated to reduce and fulfill their own urges, so that they can act and act according to their needs. certain ways that will lead to optimal direction. Kondalkar in Arif Yusuf Hamali (2018: 131) defines work motivation as a talented inner desire caused by needs, desires and desires that encourage an individual to use his physical and mental energy to achieve the desired goals. According to (Aji Tuhagana, 2020) Work motivation is about how to

encourage employee work enthusiasm, so that they are willing to work hard by providing all their knowledge, skills and energy to realize the achievement of company goals.

Based on the definition above, it can be synthesized; Work motivation is an urge or desire that originates from individual needs and desires, which moves them to work hard and use physical and mental energy to achieve desired goals and support the achievement of company goals.

Job satisfaction

According to Edy Sutrisno (2019:74), job satisfaction is an employee's attitude towards work which is related to the work situation, cooperation between employees, rewards received at work, and matters involving physical and psychological factors. Handoko (2020: 193) defines job satisfaction as whether an employee's income is pleasant or not regarding their work. This feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment. According to (Fattah, 2017:63) job satisfaction has been defined as the level of satisfaction or emotional feelings that arise as a result of assessing the work carried out.

Based on the definition above, it can be synthesized; Job satisfaction is an employee's positive feelings towards their work, which is influenced by the work situation, cooperation between employees, rewards received, as well as physical and psychological factors.

2.2. Hypothesis Development

A hypothesis is a temporary assumption regarding the research problem formulation that has been determined by the researcher, where the research problem formulation has been stated in the form of a question sentence (Sugiyono, 2020). Variable (X1) Compensation, variable (X2) Work Motivation, and variable (Y) Employee Job Satisfaction.

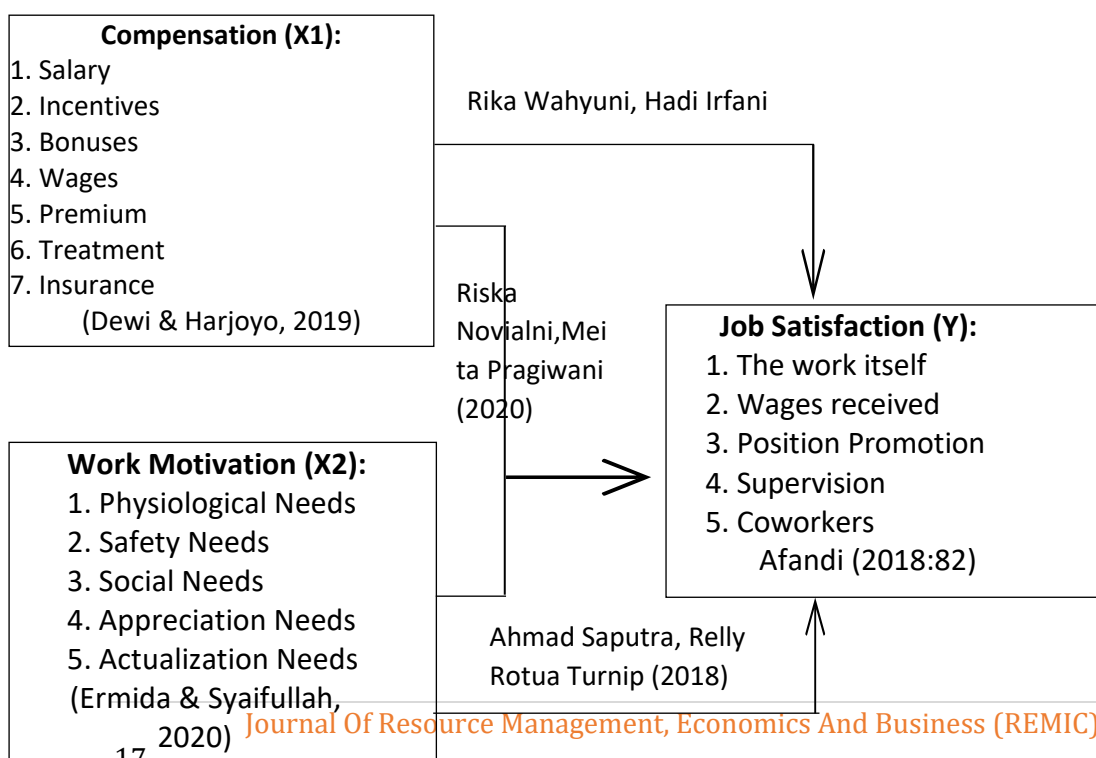


Figure 2 Framework of Thought

Source: Processed by Researchers, 2024

Based on the theory developed, the hypothesis proposed as a temporary assumption regarding the problems posed in this research is as follows:

H1: There is compensation that has a positive and significant influence on employee job satisfaction

H2: Work motivation has a positive and significant influence on employee job satisfaction

H3: There is compensation and work motivation that have a simultaneous influence on employee job satisfaction

3. RESEARCH METHODOLOGY

This research uses quantitative methods using multiple regression analysis and SPSS20 as a data processing tool. Primary data sources were obtained through distributing questionnaires to PT employees. Yorozu Automotive Indonesia. The research location was carried out at PT Yorozu Automotive Indonesia, which is located at the Mitra Karawang Industrial Area, Jl. Mitra Barat III Block L.6.7.8 Parung Mulya Village, District. Ciampel-Karawang 41361, the research will be carried out in October 2023 until completion. The population chosen for research were employees of PT. Yorozu Automotive Indonesia has 176 employees and the sample is calculated using the Slovin formula as many as 64 employees, with an error rate of 10%. Slovin's formula for determining samples is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Note:

n = Number of samples

e = Sample error rate (sampling error), 10%

N = Number of population

For the correct population, the value of e = 0.1 (10%)

Based on this formula, the number of samples obtained is as follows:

$$n = \frac{176}{1 + 176 \cdot (0,1)^2}$$

$$n = \frac{176}{1 + 176 \cdot (0,01)}$$

$$n = \frac{176}{1 + 1,76}$$

$$n = \frac{176}{2,76}$$

$$n = 63,7$$

From the results of the formula calculation, the sample size was 63.7 people rounded up to 64 people.

4. RESULTS AND DISCUSSIONS

4.1 Results

Respondent Characteristics

1. Characteristics of Respondents Based on Gender. The number of male respondents was greater than female respondents. There were 55 male respondents or 85.9%, while the number of female respondents was 9 people or 14.1%.
2. Characteristics of Respondents Based on Age; The largest number of respondents were aged 31 - 35 years with 28 people or 43.8% of the total sample, then aged 18 - 25 years with 14 people or 21.8%, aged 26 - 30 years with 13 people or 20.3% , and aged 36 - 40 years as many as 9 people or 14.1%.
3. Characteristics of Respondents Based on Length of Work; The largest number of respondents were 0 – 4 years old with 27 people or 42.1% of the total sample, 5 – 8 years old with 9 people or 14.1%, and 9 – 11 years old with 28 people or 43.8%.
4. Characteristics of Respondents Based on Education; The number of respondents based on education level at PT Yorozu Automotive Indonesia was 64 respondents, 48 respondents or around 75% for SMA/SMK level, 9 respondents or around 14.1% for D3 level, and 7 respondents or around 10.9% for Bachelor/Graduate level.

Analysis of Research Results and Hypothesis Testing

1. Compensation Validity Test Results, Work Motivation and Job Satisfaction, the validity test results on the three variables obtained a calculated r value greater than the r table, thus the instrument was declared valid, because all of them exceeded the r table of 0.2461.
2. Reliability Test; This section evaluates the consistency of the instrument. If Cronbach's alpha is greater than 0.60 then the instrument is considered reliable or trustworthy. Based on the reliability value criteria using the Cronbach alpha coefficient, of all the variables compensation 0.980, work motivation 0.989, job satisfaction 0.942 fall into the good reliability category.

Classic assumption test

1. Normality Test; Value According to (Priyastama, 2017:117) states that "The normality test is used to test whether the residual value resulting from the distribution regression is normal or not". A good regression model is one that must have normally distributed residual values. Based on the calculation results, the sig values X1 (0.217),

2. Heteroscedasticity Test; The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another observation Ghozali (2018:137-138).

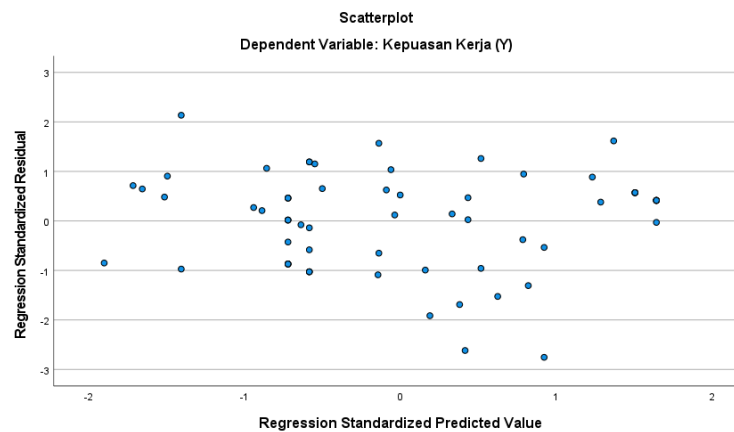


Figure 2 Heteroscedasticity test

Source: SPSS Data Processing, 2024

Based on the results of the graph analysis above, it shows that there is no clear pattern, such as the dots spreading above and below the number 0 on the Y axis, so heteroscedasticity does not occur.

3. Multicollinearity Test; According to (Widodo, 2018:78) states that "The multicollinearity test is a test carried out to identify whether a regression model can be said to be good or not." This test has the specific aim of evaluating strong correlations. There is no multicollinearity if $VIF < 10.00$ and the Tolerance value > 0.100 (Kumba Digdowiseiso, 2017: 106). Based on the results of the analysis, the tolerance values $X1 (0.208)$ and $X2 (0.208)$ were > 0.100 , while the VIF values of $X1 (4.817)$ and $X2 (48.17) < 10.00$, it is concluded that there are no symptoms of multicollinearity.

Multiple Linear Regression Test

Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis was carried out to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2018).

$$Y = 10.360 + 0.145X_1 + 0.777X_2$$

- The constant is 10,360, this shows that if X_1 and X_2 have a value of 0 then the Y value remains 10,360
- Based on variable X_1 , the results of the regression test show that variable
- Based on variable X_2 , the results of the regression test show that variable

Hypothesis testing

1. T Test (Partial)

According to Ghazali (2018:88), the t test is used to partially test the influence of each independent variable used in this research on the dependent variable. The t test is used to determine whether the independent variable partially influences the dependent variable. The independent variable can be proven to have an effect on the dependent variable if the test results show the calculated t value $>$ t table with a significance value (α) of less than 0.05.

Based on the results of the analysis, it was obtained that the calculated T value (57.705) $>$ T table (1.998) and sig (0.001) $<$ 0.05, it was concluded that compensation had a positive and significant effect, H1 was accepted and H0 was rejected.

Based on the results of the analysis from the table above, it was obtained that the calculated T value was (262,679) $>$ T table (1,998) and sig (0.001) $<$ 0.05, so it was concluded that work motivation had a positive and significant effect, H2 was accepted and H0 was rejected.

2. F Test (Simultaneous)

According to Imam (2011:84) The F test aims to test whether there is a significant influence on the research model which means it is worthy of being tested. The F test is used to test whether the independent variable simultaneously influences the dependent variable.

Based on the analysis results, it was found that the calculated F value was (151243.251) $>$ F table (3.998) and sig (0.001) $<$ 0.05, so it was concluded that there was a positive and significant influence of variables X1 and X2 simultaneously on Y so that H3 was accepted and H0 was rejected.

3. Coefficient of Determination Test

According to Ghazali (2021:147), the coefficient of determination test is carried out to measure how far the model (independent variable) is able to explain variations in the dependent variable. The coefficient of determination value is between zero and one.

Based on the results obtained, the percentage of variation in the Job Satisfaction Variable (Y) which can be explained by the Compensation Variable (X1) and Work Motivation (X2) is 99.1%, while the remaining 0.9% is explained by other variables outside the regression model.

4.2 Discussion

The Effect of Compensation on Employee Job Satisfaction

Based on the results of data analysis and hypothesis testing in this study, it shows that partially there is a positive and significant influence between compensation variables on employee job satisfaction. With a significant compensation level of 0.001 and a calculated t of 57.705, it shows that the significance level is $0.001 < 0.05$ and a calculated t of $57.705 >$ t table 1.998, which means that compensation is significant to the level of employee job satisfaction. The amount of compensation will influence the level of job satisfaction so that the hypothesis states that compensation has a positive and significant effect on employee job satisfaction.

The Influence of Work Motivation on Employee Job Satisfaction

Based on the results of hypothesis testing in this study, it shows that partially there is a positive and significant influence between motivation and employee job satisfaction. With a significance level of work motivation of 0.001 and a t count of 262,679, it shows that the significance level is

$0.001 < 0.05$ and a t count of $262,679 > t$ table 1,998, which means that work motivation is significant on employee job satisfaction, this means that the magnitude of the influence of work motivation will influence the level employee job satisfaction.

Simultaneous Influence Between Compensation Variables and Work Motivation on Employee Job Satisfaction

Based on the research results above, it can be said that the Compensation and Work Motivation variables simultaneously influence the Employee Job Satisfaction variable with a positive calculated F value of 151243.251 which is greater than the F table value of 3.998 with a significance level of $0.001 < 0.05$. This means that it can be concluded that the hypothesis is accepted, which means that the variables of compensation and work motivation have a positive and significant effect simultaneously on employee job satisfaction at PT Yorozu Automotive Indonesia. Each increase in the independent variable is followed by an increase in the dependent variable. Based on the Adjusted R Square value in the results of the Simultaneous coefficient of determination (R^2) test, the result was 99.1, so it can be concluded that the compensation and work motivation variables have an influence on employee job satisfaction by 99.1%, while the influence of other variables outside the model is 0.9%. So if the compensation and work motivation variables can be increased together, employee job satisfaction results will be maximized..

5. CONCLUSION

Based on partial results, the compensation variable has a positive and significant effect on employee job satisfaction at PT Yorozu Automotive Indonesia, this is proven by the calculated t value of 57,705 and t table 1.998, with a significance level of 0.001 because t calculated $> t$ table ($57,705 > 1.998$) and significance is smaller than 0.05 ($0.001 < 0.05$).

Based on partial results, the work motivation variable has a positive and significant effect on employee job satisfaction at PT Yorozu Automotive Indonesia, this is proven by the calculated t value of 262,679 and t table 1.998, with a significance level of 0.001 because t calculated $> t$ table ($262,679 > 1.998$), and significance is smaller than 0.05 ($0.001 < 0.05$).

Based on the results of simultaneous research, it is known that the calculated F value $> F$ table ($151243.251 > 3.998$), meaning positive. Meanwhile, the p-value obtained in the sig column is $0.001 < 0.05$, meaning it is significant. So, it can be concluded that compensation and work motivation simultaneously have a positive and significant effect on employee job satisfaction at PT Yorozu Automotive Indonesia.

Implications

Based on the research results, it is hoped that PT Yorozu Automotive Indonesia can continue to increase employee compensation, which of course will have an impact on employee job satisfaction in carrying out a job.

In the research results, the work motivation variable has a positive influence on employee job satisfaction at PT Yorozu Automotive Indonesia, it is hoped that it can maintain and increase the work motivation of their employees. Thus, employee work motivation increases, which will affect employee job satisfaction.

The results of this research show that the variable job satisfaction is influenced simultaneously by the two variables compensation and work motivation. Because these two variables influence employee job satisfaction, employees can receive compensation as compensation for their work. It is hoped that companies can help employees improve effective and efficient performance and provide encouragement so that employees are able to work according to targets, because

compensation and work motivation have been proven to increase employee job satisfaction. Apart from that, this research also found that a higher salary will increase motivation to work.

LIMITATION AND STUDY FORWARD

The study was limited to PT Yorozu Automotive Indonesia, and the findings may not be generalizable to other organizations. The findings of this study can be useful for human resource management, particularly in the automotive industry, to understand the importance of compensation and work motivation in enhancing employee job satisfaction.

However, the study was limited to a single organization, PT Yorozu Automotive Indonesia. Future research could expand the scope to include other organizations in the automotive industry or even different industries to assess the generalizability of the findings.

Additionally, the study could be enhanced by incorporating other factors that may influence employee job satisfaction, such as organizational culture, leadership styles, or work-life balance. Examining the interplay between these variables and compensation and work motivation could provide a more comprehensive understanding of the determinants of job satisfaction. Finally, a longitudinal study design could be considered to track changes in employee job satisfaction over time and assess the long-term impact of compensation and work motivation initiatives implemented by the organization.

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