



The Effectiveness of Salary and Intensive Pay in Improving HR Performance at J&T Express Ponorogo Branch Office

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Abstract: J&T Express Ponorogo is one of the J&T Express branch offices located in the Ponorogo region, East Java. J&T Express Ponorogo is a branch office of an expedition company whose main field is in the service and delivery of retail goods. It is fundamental that in every operation of J&T Express Ponorogo it is required to apply excellent service in all matters related to the shipments made. Of course, the role of human resources is very instrumental in providing excellent service for the satisfaction of existing customers. It can even be said that the progress of organizations and companies can be greatly influenced by the human resources that exist as the front guard in providing services. In this case, it is likely that it will be closely related to the salaries and incentives received by existing human resources. The problem that arises in this study is the decrease and increase in the level of implementation of human resource performance which depends on the provision of salaries and incentives for existing human resources. The formulation of the problems raised in this study is how the effectiveness of providing salaries and incentives in improving HR performance and what factors determine the amount of salaries and incentives received by HR at the J&T Express Ponorogo branch office. The research method applied is direct research using a qualitative descriptive approach to the sample or research target, namely HR who play a role in each office operation for each position at the J&T Express Ponorogo branch office. For data collection itself is done through direct observation, interviews and study of related documents. Conclusion The effectiveness of providing salaries and incentives on HR performance at the J&T Express Ponorogo branch office is considered to be in a very effective category. So that in this case with high salaries and incentives it is very effective to make HR more enthusiastic and always provide the best performance.

Keywords: Salary, Incentives, Performance

Introduction

Nowadays, it has become a definite and important thing for the business world to struggle in order to face the increasingly gapless competition in this related industry. Especially in the era of globalization which makes information able to develop rapidly even across existing regional boundaries. In this regard, there are many companies that are

present in the same industry to compete with each other in order to continue to realize the expected goals. Companies must also be required to always be active in facing existing competition in order to continue the company. In this case, every operation and activity of the company must be considered in such a way as to give birth to the success of the company to win the competition. It should be understood that every element of human resources that contributes to a company will greatly determine the success of a company. According to Eri Susan (2019) Human resources, also known as HR, refers to individual productive workers who participate in the operations of any organization, be it an institution or business and who are assets that must be recognized and maximized. In this regard, the performance of human resources will determine whether the company's operations are effective or not. In addition, the performance of human resources, especially in companies engaged in services and services, will greatly affect customer satisfaction and ultimately determine the sustainability of the company. Therefore, human work is not limited to what can be done which is considered a convenience. Everything related to this performance must be considered and analyzed in depth in order to realize optimal and maximum human resource performance. There are several factors that have an impact on human daily work as a performance itself, such as providing salaries and incentives for human resources in related companies. Speaking of this, most companies will definitely experience problems related to salaries and incentives which may have an impact on the performance of human resources. Likewise, J&T Express Ponorogo.

J&T Express is an international freight forwarder established on August 20, 2015 in Jakarta, Indonesia. Its main business is express delivery and cross-border logistics. The J&T Express Ponorogo branch office itself is located at Jl. Ir. H Juanda No.43, Tonatan, Ponorogo. In the operational activities carried out, the company offers all forms of services related to shipping services, be it to send packages, deliver packages, pick up packages, package wrapping services and so on. The human resources used in providing assistance or services to customers will most likely have a significant impact on the success of the company's operations. As previously explained, the provision of salaries and incentives can have an impact on the performance of each related human resource. In this case, the amount of salary and incentives received will be different for each position, both for supervisors, coordinators, admins and sprinters or couriers. Everything is based on the basic salary provisions that have been determined and for the incentives themselves based on the grade of position held by the supervisor, coordinator and admin as well as the delive price for the sprinter or courier. As additional information, the position grade incentive itself is obtained from the results of the certification of each position carried out to measure employee abilities every year, the results of which will affect the amount of incentives received. The certification results are valid for a period of one year and will be updated with the next certification results. The salary details at J&T Express Ponorogo can be presented as follows.

Table 1. The salary details at J&T Express Ponorogo

| No | Position | Base Salary | |
|----|------------------|----------------|-----------------|
| | | Month | Year |
| 1. | Supervisor | Rp 4.000.000,- | Rp 48.000.000,- |
| 2. | Coordinator | Rp 2.000.000,- | Rp 24.000.000,- |
| 3. | Admin | Rp 2.000.000,- | Rp 24.000.000,- |
| 4. | Sprinter/Courier | Rp 1.200.000,- | Rp 14.400.000,- |

Source: J&T Express Ponorogo Employee Salary Details Data

From the details of salaries and incentives, it can be seen that the amount of basic salary received by each position is different. This has been taken into account with each workload and responsibilities carried out while carrying out work every day. The higher the level or position occupied, the greater the basic salary that can be received, considering the greater the responsibility that is carried out every day. Vice versa, the lowest position will receive a smaller base salary because the workload is considered lighter than other positions.

Then for the incentives that will be received in each position will also be different. The details of the incentives at J&T Express Ponorogo can be described as follows.

| No | Position | Ket | Insentif |
|----|------------------|-------------------------------|------------------------|
| 1. | Supervisor | Grade B | Rp 1.800.000,- / Month |
| 2. | Coordinator | Grade B | Rp 2.200.000,- / Month |
| 3. | Admin | Grade B | Rp 1.900.000,- / Month |
| 4. | Sprinter/Courier | <i>Delive Outcity Price</i> | Rp 700,- / Package |
| | | <i>Delive Intercity Price</i> | Rp 400,- / Package |

Source: J&T Express Ponorogo Employee Salary Details Data

From the details above, it can be seen that each position has its own incentive amount. If it has been explained earlier that for supervisors, coordinators and admins the amount of incentives is determined by the results of certification, then specifically for sprinters or couriers the amount of incentives will be obtained from the number of packages that can be sent. The packages sent here are categorized into two types, namely outcity and intercity. Outcity is for packages from outside the Ponorogo city area, while intercity is for area packages from within the Ponorogo city. Each of these package categories is given a different delive price for each package. However, it should be noted that the amount of incentives listed in the table above is the basic incentive amount, which in addition to the basic incentive, employees can also get other incentives, the amount of which must be different from one another. The supervisor can get additional profit from office delivery,

then the coordinator gets an additional incentive from the task of inputting returned packages or processing packages that return to the seller. Meanwhile, the admin gets an additional incentive from the number of packages inputted into the system to be dispatched. Likewise, the sprinter or courier gets an additional incentive from the number of packages that are picked up to be dispatched according to the package destination. All of them have their own calculations that have been determined by the center.

In conclusion of the phenomenon that has been described and explained above, there are several problem formulations as follows: (1) How is the effectiveness of providing salaries and incentives in improving HR performance at the J&T Express Ponorogo branch office? (2) What factors determine the amount of salary and incentives received by HR at the J&T Express Ponorogo branch office?

The effectiveness of providing salaries and incentives can be said to be in a very effective category in improving employee performance or human resources. This is in accordance with the research of Supandri Y. Thoiba, Fory Armin Naway, Besse Marhawati (2023) which states that the effectiveness of performance allowances on employee performance is in the highly effective category. In addition to this research, research by Alfin Amal Chasani, Sintiya Tsalisa Agustina, Lailatul Magfiroh, Mochammad Isa Anshori (2024) also provides similar results, which show that this system is effective in improving employee performance, motivation and job satisfaction. Furthermore, extensive research carried out by Khafsah Situmorang, Ropida Batubara, Wahyu Ningsih, Nurhasanah Nasution (2022) also produced appropriate results that compensation encourages better educator performance. Not only that, research by Dita Rachmawati (2021) and research by Ahmad Fadli1, Ribka Sibutar-Butar, Martin (2022) also provide appropriate results where the provision of incentives provides good motivation for employees to be more enthusiastic and satisfied in carrying out the duties and responsibilities given by the company.

Theoretical Studies

Salary

The definition of salary according to Handoko (in Sitanggang, 2021: 5) is that salary is defined as a form of reward in the form of money for services in return for the sacrifices made by employees which are also useful as encouragement for employees to achieve company goals that will be realized together. The definition of salary according to Handoko (in Sitanggang, 2021: 5) is a financial tool used to reward employees to help them achieve the goals of the company where they work together. In this case, the employee will work which in this job will sacrifice time, energy and others for the benefit of the company which will then be given a salary. The salary is obtained by the employee as a reward for the sacrifice that has been made. With a salary, of course, it will make employees continue to be willing to make sacrifices for the achievement of company goals. Salary is also defined as the main resource that can help employees in developing their abilities, skills and professionalism of their work. This statement is in accordance with the opinion stated by Ratnasari & Mahmud (2020: 67). Ratnasari & Mahmud (2020: 68) added that salary is a

component that is born due to the provision of work by the company and the acceptance of work by employees and their services. The salary received here is usually in the form of money as a result or consequence of the employee being willing to contribute his services and thoughts so that the company's goals can be achieved to the maximum as expected. Based on this understanding, salary can simply be interpreted as a form of reply or reward for the work that has been given to the company.

The definition of salary is also defined by other experts as stated by Assari, Desa, and Subramaniam (2019: 51), salary is one of the conditions for a business to be able to provide large amounts of money to its employees, both contract employees and permanent employees. Employees must be responsible for the work that has been completed within a certain period of time either daily, weekly or monthly. In addition, Atmajayati in the journal article Siti Aminah (2022: 12) also stated that salary is an organization's return to workers for their work. From these two opinions, it can be said that an organization or company must provide a salary as an obligation that must be given as a return for existing workers. According to Hasibuan (2020: 123), there are two methods of paying salaries, namely a single method in which the determination of the basic salary is based on a diploma or a final graduation mark from an employee's formal education. Then the second is a plural method which is based on factors such as diplomas, nature of work, informal education, and even the influence of friends and family on the basic salary of the employee or worker. According to Siagian (2019), every organization must consider various principles or conditions that must be upheld in the application of salary provision.

Insentif

According to Mangkunegara in Ruslan et al. (2020), incentives are a type of financial support from company leaders to employees so that they work with high motivation and show pride in achieving organizational goals as work achievements and employee contributions to the organization.

According to Andrew E. Sikula quoted by Dra. Justine T. Sirait (2019: 200), "Incentives are something that has the ability to motivate or inspire others to carry out a certain activity; also a motive or a series of related actions designed to increase production." In contrast, Malayu S.P. Hasibuan (2019: 117) states incentives as a set of rules given to certain employees who perform above average expectations. Incentives are considered a tool that uses the principle of fairness as a guideline in determining compensation. Martoyo (2019) argues that the purpose of incentive treatment is to reduce the concerns of many parties, especially for companies and for employees.

Performance

"Performance is defined as the results of work produced by employees or real behavior displayed in accordance with their role in the organization, "based on Kristanti and Pangastuti (2019: 34). Meanwhile, according to Siswanto (2019: 21), performance is the achievement that a person makes when carrying out tasks and carrying out the work given

to him. According to Afandi (in Abidin & Sasongko 2022), performance is the result of work that can be achieved by an individual or group of people in a business by working with full determination and honesty in every effort to achieve straight organizational goals without violating the law and not against morality or ethics. In addition, according to Sedarmayanti (in Ekhsan 2019), performance is defined as a person's understanding of himself as an individual in a job that is in line with the goals of the organization or organizational unit where he works.

Research Methods

Location and Time of Research

The research was conducted at the J&T Express Ponorogo branch office located at Jl. Ir. H Juanda No.43, Tonatan, Ponorogo District, Ponorogo Regency, East Java. This research began to be carried out during April - May 2024.

Population and Sample

Sugiyono (2019: 126) describes the research population as a general world consisting of subjects and objects with certain qualities and characteristics chosen by researchers to study and then evaluate to draw conclusions. The population in this study consisted of all employees of J&T Express Ponorogo branch, totaling 65 people.

"The sample is a small part or representative of the population under study," according to Arikunto (2019: 109). It is called a research sample if one aims to make generalizations about the results of the research. The sample used in this study were J&T Express employees at the Ponorogo branch office with the position of regional manager or RM, supervisor and sprinter or courier.

Data Collection Technique

In this study, data collection related to the problems being studied by researchers was carried out in several ways as follows:

1. Observatinon

Based on Yusuf's (2019:385) view, observation is a reliable technique for collecting data that can be selected to meet predetermined research objectives.

2. Interview

Based on Yusuf's view in Iryana & Kawasati (2019), interviews are a phenomenon or process where the interviewer interacts with the source of information (informant) through two-way communication.

3. Documentation Method

Documentation is a collection of factual information in the form of letters, diaries, photo albums, meeting results, souvenirs, activity journals, and other similar materials. Kawasati & Iryana (2019).

Data Type and Source

In this study, researchers used primary data sources and secondary data sources. According to Sugiyono (2020: 104), primary data sources are the type of data that provides information to researchers directly, while secondary data sources are the type of data that provides information to researchers not directly but through various documents that can provide information. For this reason, the primary data in this study is by conducting observations and interviews of research subjects that have been determined. In contrast, secondary data in this study consisted of documentation and archives that supported data collection during the research.

Results And Discussion

Results

Based on the results of the interviews conducted, the following results were obtained:

1. Interview with Regional Manager (RM)
According to the Regional Manager (RM), employee performance is expected to achieve maximum work results to achieve maximum company profits. With this, the company will continue to strive to fulfill employee rights such as salary, incentives, THR, leave and so on. However, if employees or HR continue to perform less than optimally then it will actually all come back to HR itself.
2. Interview with Supervisor
According to the Supervisor, this is related to the tasks he carries out, where he is responsible for the entire operational process and will greatly influence the smooth running of operations and the company's profits. In this case, a sense of responsibility and a salary are seen as things that create enthusiasm in facing a task that is considered difficult. Where the amount of salary and incentives received is assessed in line with the performance to be provided.
3. Interview with Sprinter or Courier
According to Sprinter or Courier, whose party is a package delivery person in the morning and a package pick-up officer in the afternoon, thinks that a predetermined price per package will greatly determine HR performance in the future. They feel that with efforts to increase the number of package pick-ups carried out, sometimes the results obtained are not comparable to what was expected. This is what causes performance to decrease so that it is less than optimal.

Discussion

The presence of human resources in a company has very important implications, especially the people component itself can function as a driver, organizer, controller and supervisor of every operational activity of a company. Even the performance given will greatly affect the success of the place where the employee or human resource works. As far as business goes, human resources in any company will be willing to do work if there is a return in the form of salaries and incentives that will be obtained after finishing work.

This is the case with human resources at J&T Express Ponorogo. Each human resource at J&T Express Ponorogo will earn a salary and incentives for the work performed, the final amount of which usually differs between one month and the next. In this case it could be that the salary in the following month is greater but it could also be smaller than the salary received in the previous month. In addition, there will be differences in the amount of salary and incentives between one individual and another. The difference in salary each month can be caused by many reasons or factors. With regard to this, the Regional Manager or RM said that "All salaries and incentives received can be influenced by employees or human resources themselves. If the employee can work optimally, everything is always monitored, diligently send or pick up packages for the sprinters and couriers, the results obtained will also be as expected. Vice versa, if everyone is lazy, not careful, not monitored, the results received will also be small. Actually, the small results are due to the many deductions or fines incurred due to work that is not maximized." Umar Cholis (Interview, May 31, 2024).

Elbadiansyah (2019: 198), views salary as a source of employee dissatisfaction with welfare which can lead to disharmony and low morale from the employees themselves. This can also be felt by human resources at J&T Express Ponorogo. The first is for the position of supervisor, from the results of observations, research and interviews it was found that salary really determines performance every day. Supervisors who are responsible for all processes, operations and risks and all matters related to the branch office every day will greatly affect the success of the company. Not only that, this supervisor position indirectly also acts as a marketer whose job is to market J&T Express services so that they are better known and often used. In connection with these tasks and jobs, the supervisor will often make visits and also interact with external parties, especially customers, to increase the expansion of the existence of J&T Express itself. If all is not considered, operations will not run smoothly and the company's profits will also not reach the specified target. Indirectly, this supervisor can be considered to hold a very heavy task. In this regard, the supervisor said that "There is a sense of responsibility and expected salary that makes us willing and able to carry out these heavy tasks." Dewi (Interview, May 30, 2024).

The provision of salaries and incentives that meet expectations is considered effective in improving the performance of human resources. This is the case with this supervisor position, for example, when several months of receiving salaries and incentives that reach the expected figures will make the supervisor position holder more enthusiastic in performing. The reason is that the receipt of salaries and incentives that are as expected will make someone in a position, especially this supervisor, will try to achieve more results than before in order to get even greater salaries and incentives. For this supervisor position, he will be more active in making visits, aggressively adding VIP clients as J&T Express subscription customers and more enthusiastic in disseminating promotions related to J & T Express itself. Everything is done in order to achieve the company's expected profit targets so that it can achieve higher salaries and incentives as desired.

So as mentioned earlier, salary and incentives will determine employee performance including by this supervisor position. Which if the person who holds this supervisor

position has previously received a salary as expected, then the person concerned will give even more maximum effort in the future. Likewise, on the contrary, if the salary is not as expected, the person concerned will work soberly and reasonably. Please note that for this supervisor position, critical thinking is needed, a reliable strategy to develop all plans to achieve the desired profit.

The same situation also arises in the position of coordinator. Salaries and incentives whose amount is as expected will make employees perform more optimally, while salaries and incentives that are small or not as expected will make employees more lazy, which will actually have a negative impact on the employee or human resource. Even those concerned think why work too eagerly if the results obtained are not maximized. It will be a big problem if problems like this are not immediately resolved and noticed. Especially for the position of coordinator, which focuses more on the load of arriving and departing packages, it could cause serious problems if it does not do its job optimally. For the load of arriving packages, if it is not monitored properly, it could cause many lost packages, many customers who complain because the package has not been received until the release of cooperation with certain e-commerce because it is considered unable to meet the demands of sending packages optimally. Everything will certainly have a very bad impact on the company's future.

As for departing packages, if not monitored properly, it may cause other serious problems. For example, a package that is stuck for too long at a certain agent may cause an adverse claim. Not only that, packages that are lost on the way also, in addition to causing customer complaints, are also considered to be able to increase the burden of compensation costs that must be borne by related parties. In this case, if the salary and incentives received are as expected, it will also effectively improve the performance of the human resources themselves. In this coordinator position, it is felt that it will be able to minimize the problems that come with an increase in performance due to the receipt of salaries and incentives as expected. Everything will be more enthusiastic, more monitored, both incoming packages and departing packages to everything related to the work of the coordinator's position.

In addition to the supervisor and coordinator positions mentioned earlier, admin and sprinter or courier positions also feel the same way. Actually, for these two positions, both admin and sprinter or courier both get additional salaries and incentives from the number of packages picked up by the person concerned. For admins, apart from taking care of branch office finances, they will also get additional income from the number of packages processed when consumers or customers come to the branch office. Likewise with the sprinter or courier, in addition to sending the sprinter and courier packages will also get additional income from the number of packages that are picked up. For this reason, if more packages are picked up, it should also increase the income received. With the salaries and incentives received as income, it will also certainly determine the performance of human resources in the future. But in reality it does not necessarily work as expected. With regard to this, one of the sprinters or couriers stated that: "The salary received as a whole will be very influential. If you send packages, it depends on the number of packages sent, while if

you pick up the package, you don't really understand how the calculation is. So if we courier sprinters pick up a lot of packages, sometimes the results are not as expected. This is what sometimes makes us lazy to work optimally. Like why try to pick up a lot if the results obtained are not in line with the activities or efforts made." Firmansyah (Interview, May 30, 2024).

This is indeed a very visible effect where initially the admin, sprinter and courier were very diligent and enthusiastic in inputting packages in order to get maximum results, turning into lazy and desperate until they lost their enthusiasm when the time to receive salary arrived. These human resources really regret the effort that has been exerted if the results in the form of salaries and incentives obtained do not match expectations which in turn can make these human resources lazy and perform less well in the future. In fact, there was also an assumption that the amount of salary and incentives received was not much different from the amount or lack of pick-ups made.

However, if the salaries and incentives received can be seen in accordance with the efforts made, namely if there have been many package pick-ups and the results received are as expected, in the future it will make the relevant human resources more eager to pick up more packages. Actually, with more and more packages being picked up, apart from being beneficial for human resources, especially admins, sprinters and couriers, it will also provide benefits for the company itself. This can be seen from the increasingly smooth cooperation with e-commerce parties because packages that are smoothly picked up to be dispatched for the smooth running of the e-commerce transaction itself. With so many packages successfully picked up, it will provide an understanding for the e-commerce that J&T Express is indeed able to continue to contribute to the cooperation being carried out. In addition, customers will also feel more satisfied and happy so that in the end customer loyalty will be born. Everything will be realized with the provision of salaries and incentives in accordance with expectations.

From all of these explanations, it can be very clearly seen that the amount of salary and incentives effectively determines the performance of human resources, especially at the J&T Express Ponorogo branch office. In this case, providing salaries and incentives that meet expectations will effectively improve the performance of existing human resources. Where it can be seen when receiving large salaries and incentives and as expected will give birth to human resources who are more enthusiastic and maximized in performance. So it is true that the salary given and incentives or other additions needed or needed by workers are something that can help workers or human resources to work more seriously, especially when the employer provides greater job benefits or responsibilities.

Conclusion

Based on the research that has been conducted and the analysis that has been submitted, it can be seen that providing salaries and incentives that meet expectations will effectively improve the work performance or performance of human resources, especially at the J&T Express Ponorogo branch office. Which with salaries and incentives that match

expectations will make human resources able to work optimally in accordance with the desired results. As for several factors that determine the salaries and incentives of each HR at the J&T Express Ponorogo branch office, including the grade of each position, the number of pickups and send packages, company profits, many or few deductions and fines incurred.

Advice

Here are some suggested guidelines to implement in order to accelerate company growth, among others:

1. The company is deemed necessary to consider whether the salaries and incentives provided are in accordance with the work and workload that has been completed. This is intended so that there is a match between the salaries and incentives earned with the efforts that have been made in order to always realize an increase in the performance of human resources at J&T Express Ponorogo. Perusahaan juga perlu untuk lebih transparan dalam memberikan gaji dan insentif kepada sumber daya manusia terkait. Hal ini bisa memberikan gambaran yang jelas mengenai perhitungan pendapatan dari kinerja yang telah dilakukan.
2. The company is deemed necessary to consider whether the salaries and incentives provided are in accordance with the work and workload that has been completed. This is intended so that there is a match between the salaries and incentives earned with the efforts that have been made in order to always realize an increase in the performance of human resources at J&T Express Ponorogo.

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