



Work Motivation and Compensation on Employee Performance

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Abstract. This study aims to analyze the effect of work motivation and compensation on employee performance at Percetakan Sewelas Triwulan. The research employs a quantitative approach with an associative design, involving 32 employees selected through a saturation sampling method. Data were collected through questionnaires and analyzed using multiple linear regression. The results indicate that work motivation has a significant positive effect on employee performance, with a regression coefficient of 0.65 ($p < 0.05$). Additionally, compensation has a significant influence on employee performance, with a regression coefficient of 0.58 ($p < 0.05$). Simultaneously, both motivation and compensation have a significant impact on employee performance, with an F-value of 8.45 ($p < 0.05$). The implications of this study underscore the importance of management enhancing work motivation through non-financial rewards and ensuring fairness in compensation, thereby creating a productive work environment that supports optimal employee performance.

Keywords: *compensation; employee performance; work motivation*

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Introduction

Effective human resource management is one of the main challenges for companies in the era of globalization. Amidst increasingly fierce competition, companies must optimize their employees' performance to achieve success. As stated by Armstrong (2014), HR is a strategic asset that can be the main driver of organizational success.

Employee performance refers to the ability of employees to complete their work by predetermined standards, which encompasses the responsibility, expertise, and effort they put into their work (Robbins & Judge, 2015). When employees work with full responsibility, effective and efficient performance improvement can be achieved. Companies expect high employee performance to support professionalism. Consistent and high performance will contribute significantly to the company's ability to maintain competitiveness in the global market (Dessler, 2013). High employee performance does not occur by chance but is influenced by various factors, such as compensation and motivation (Hasibuan, 2016).

Employee performance refers to the results achieved by employees in carrying out tasks assigned by the organization, which are measured based on the achievement of predetermined targets (Simamora, 2006). At the same time, employee performance indicators include the quantity of work, quality of work, discipline, and contribution to organizational goals' (Sutrisno, 2011). There are also other indicators of performance, such as work speed, accuracy, and target achievement (Mangkunegara, 2013).

One of the growing businesses in Central Java is printing. Printing is the art of quickly producing copies of images or writing on various media, such as paper, cloth, and others. Every day, billions of printed materials, including books, calendars, magazines, newspapers, posters, and invitations, are produced, enabling the wide and rapid dissemination of information.

The printing industry has experienced significant growth in recent years, driven by the emergence of many small-scale printing businesses that utilize advances in printing technology. Ahmad and Ramadhani (2021) stated that the development of increasingly sophisticated printing technology, combined with easy access to raw materials and information through the Internet, has facilitated the expansion of this business. Additionally, a Statista report (2024) revealed that more than 60% of companies worldwide plan to increase their investment in the digital technology sector, underscoring the importance of technological innovation in maintaining competitiveness. Positive economic growth has also contributed to an increase in people's purchasing power. Data from the World Bank (2023) indicate that approximately 75% of the global population is connected to Internet services, which suggests an increase in demand for printed materials and promotional tools (Susilo, 2022).

However, the rapid increase in the printing industry also brings challenges in the form of increasingly fierce competition. Hartanto and Wijaya (2020) noted that businesses are competing to adopt the latest technology to increase their production capacity and service quality. In addition, the Global Entrepreneurship Monitor (2022) survey indicates that around 15 percent of the population in developing countries is engaged in early entrepreneurial activity, highlighting the growth potential of small-scale businesses while also increasing competitive pressure in the industry. At the national level, Survei Sosial Ekonomi Nasional (Susenas) by BPS (2023) indicates an urgent need for further research to address the challenges faced by printing businesses, ensuring the sustainability and development of the industry amidst changing market dynamics.

This research focuses on an object at Sewelas Triwulan Household Industry. This printing company specializes in printing wedding invitation cards, business cards, stickers, and Yasin books, with a particular emphasis on printing stripping for motorbikes located at Sawi Raya Street, Rt. 10, Rw. 06 Semarang City, Central Java.

Sewelas Triwulan Printing employees are indicated to have a less-than-optimal level of quantity performance. This is indicated by the results of product achievement that does not meet the target. The company's expectation of employee performance is to achieve high results and meet maximum targets. However, the reality of the product achievement results for Sewelas Triwulan Printing is presented in Table 1.

Table 1.

Results of Achievement of the Number of Printing Products Sewelas Triwulan 2020 - 2023

No	Years	Production Targets	Realization	Percentage
1	2020	2.000.000 pcs	1.884.900 pcs	94.25%
2	2021	2.000.000 pcs	1.764.000 pcs	88.2%
3	2022	2.000.000 pcs	1.938.000 pcs	96.9%
4	2023	2.000.000 pcs	1.560.000 pcs	78.0%

Source: Sewelas Triwulan Printing Data, 2023

Based on Table 1, product realization has not reached the target set by the company. In addition, the achievement of the results obtained has also decreased. One indicator of employee performance is the quantity and quality of products produced (Mathis & Jackson, 2011; Mangkunegara, 2013; Robbins & Judge, 2015).

One of the key factors in improving HR performance is work motivation, which encourages individuals to work productively and efficiently. Work motivation is influenced by various tiers of human needs, as outlined in Maslow's hierarchy of needs theory (Robbins & Judge, 2015). Employees whose basic needs, such as financial security and social affiliation, have been met will have a greater drive to achieve higher levels of performance. Furthermore, Herzberg, in his two-

factor theory, posits that intrinsic motivations, such as recognition and achievement, play a crucial role in driving sustained performance (Herzberg, [1966](#)).

Work motivation is an internal or external drive that influences a person to act or work more optimally to achieve certain goals in the work environment (Siagian, [2014](#)). Indicators of work motivation include the need for achievement, affiliation, and power, which are evaluated based on factors such as creativity, enthusiasm, a sense of acceptance in the work environment, and the desire to attain higher positions (McClelland, as cited in Hasibuan, [2016](#)).

Intrinsic motivation, such as a sense of responsibility and desire for achievement, encourages employees to work harder and produce better output (Suryani, [2019](#)). Motivated employees tend to be more focused on organizational goals, which ultimately contributes to improved individual and team performance (Setiawan & Arifin, [2020](#)), in line with Hidayat and Ramadhani's ([2022](#)) research, which suggests that work motivation driven by the need for achievement and recognition has a positive impact on improving employee performance, particularly in terms of productivity and innovation in the workplace.

In addition to motivation, fair and adequate compensation is also one of the important instruments used by companies to improve employee performance (Noe et al., [2015](#)). Fair compensation encompasses not only the basic salary but also various forms of allowances and incentives in proportion to the employee's contributions and performance. According to a study conducted by Judge et al. ([2013](#)), a strong relationship exists between employee satisfaction with the compensation system and their productivity levels. Therefore, companies that want to improve performance must pay attention to the compensation system that aligns with the expectations and needs of their employees.

Compensation is any form of remuneration provided by the organization to employees as a reward for their contribution, both financial and non-financial (Siagian, [2014](#)). Meanwhile, Handoko ([2003](#)) explains that compensation is an award given by the organization to employees to motivate them to work, including direct compensation such as salaries and bonuses, as well as indirect compensation such as health benefits and holidays.

Transparency and fairness in compensation also play a role in improving employee performance. Kusuma and Rahman ([2021](#)) found that compensation provided fairly and transparently contributes to increased work efficiency and effectiveness. Employees who feel that the compensation they receive is appropriate tend to show higher productivity and more optimal work results as a result of their efforts (Sari & Permana, [2020](#)). In addition, Wijaya and Pratama ([2021](#)) demonstrated that compensation provided in a balanced manner, encompassing both financial and non-financial forms, can enhance employee loyalty and productivity.

In the context of the printing industry, such as Sewelas Triwulan Printing in Semarang, issues related to employee performance are becoming increasingly important. The company faces challenges in achieving production targets and maintaining product quality, primarily due to low work motivation and dissatisfaction with the existing compensation system. With increasing competition in the industry, the company needs to enhance work motivation and refine its compensation system to support improved employee performance.

This study aims to analyze the effect of work motivation and compensation on employee performance at Sewelas Triwulan Printing, Semarang, using quantitative methods through linear regression analysis. Based on this, the hypotheses given are that Work motivation has a significant effect on employee performance at Sewelas Triwulan Printing (H1); Compensation has a significant effect on employee performance at Sewelas Triwulan Printing (H2); Work motivation and compensation simultaneously have a significant effect on employee performance at Sewelas Triwulan Printing (H3).

Methods

This study employs a quantitative approach with a correlational design to investigate the impact of work motivation and compensation on employee performance. The research was conducted at Sewelas Triwulan Printing, located at Sawi Raya Street No. 52, Semarang City, Central Java. The subjects in this study were all permanent employees working at the printing house, comprising a total of 32 people. Because the population is relatively small, the sampling technique used is saturated sampling (census); that is, all members of the population are used as research samples.

The research instruments consisted of three scales: the employee performance scale, the work motivation scale, and the compensation scale, all of which were developed by researchers based on relevant theories. The employee performance scale was developed referring to the theory of Mangkunegara (2013), consisting of 12 items that reflect the dimensions of work speed, accuracy, and target achievement. The Work Motivation Scale was developed based on McClelland's (1961) theory, comprising 14 items that cover three main aspects: the need for achievement, affiliation, and power. Meanwhile, the compensation scale is based on Hasibuan's (2016) theory and comprises 13 items, reflecting both direct compensation (salaries, wages, and incentives) and indirect compensation (benefits, insurance, and pensions). All scales utilize a five-point Likert scale format, ranging from 'Strongly Disagree' (1) to 'Strongly Agree' (5).

The validity of each item was assessed using item-total correlation analysis. The validity test results show that all items in each scale have a significant correlation coefficient ($p < 0.05$). The range of validity values on the employee performance scale is between 0.482 and 0.791, on

the work motivation scale between 0.457 and 0.774, and on the compensation scale between 0.469 and 0.802, all of which meet the criteria for item validity ($r > 0.3$).

Furthermore, reliability tests were conducted using Cronbach's Alpha coefficient. The results indicate that the three scales possess high reliability, with alpha values of 0.879 for the employee performance scale, 0.861 for the work motivation scale, and 0.893 for the compensation scale.

The data collection process was conducted directly with all respondents during work breaks after obtaining permission from management. Researchers distributed questionnaires in printed form and provided a brief explanation of the purpose and procedures for completing the instrument. Each respondent was given approximately 30 minutes to complete the questionnaire independently, and data collection was conducted on the same day. In addition to the primary data obtained from the questionnaire, secondary data in the form of monthly employee performance reports were also collected to provide additional information regarding the achievement of work targets.

The collected data were analyzed using multiple linear regression techniques with the help of SPSS software version 24. Before the main analysis was carried out, a series of prerequisite analysis tests were conducted, including validity tests, reliability tests, and classical assumption tests, which comprised normality tests, multicollinearity tests, and heteroscedasticity tests. All statistical analyses were conducted with a significance level of 0.05 as a basis for concluding the relationship between variables in the research model.

Results

This study involved 32 employees of Sewelas Triwulan Printing as respondents. The data collected showed variations in age, education, and length of employment. The majority of respondents were between 25 to 35 years old and had a high school education level. The average length of employment of the respondents ranged from 3 to 10 years. The characteristics of the respondents in this study are presented in Table 2.

Table 2.
Characteristics of Research Respondents

Description	Total	Percentage
Age		
24-28 Years	2	6%
29-33 Years	0	0%
34 Years and above	30	94%
Gender		
Male	14	44%
Female	18	56%
Education		
Elementary/ equivalent	9	28%
Junior/ equivalent	8	25%
Senior/ equivalent	12	38%
Bachelor/ equivalent	3	9%
Tenure		
1-5 Years	9	28%
6-10 Years	6	19%
11 Years and above	17	53%
Total	32	100%

Source : Primary data processed, 2022

Normality testing is an important step to ensure that the data fulfills the assumptions of parametric tests. Normality can be assessed using statistical tests (such as the Kolmogorov-Smirnov test) or by examining graphical representations, such as Q-Q plots (Field, 2013). The results of the normality test, along with the statistical tests, are presented in Table 3.

Table 3.
One-Sample Kolmogorov-Smirnov Test

Description	Unstandardized Residual
N	32
Test Statistic	0.104
Asymp Sig. (2-tailed)	0.200

Source: Output of SPSS v.25, 2023

Based on Table 3, it can be seen that the significance value of the K-S test on the Kolmogorov-Smirnov regression model is 0.104, with a probability of 0.200. This indicates that the regression model meets the normality requirements, as the probability value is greater than 0.05. The results of the normality test, along with the corresponding graph, are shown in Figure 1.

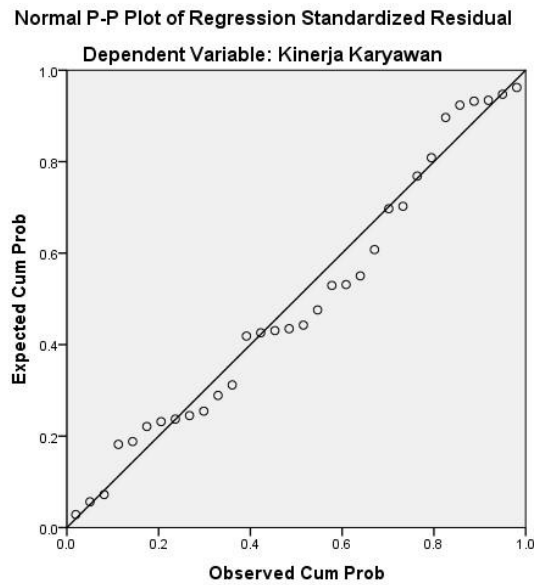


Figure 1. Residual Normality Plot

Figure 1 shows that, by examining the normal plot graph display, the points spread around the diagonal, and the distribution follows the diagonal line; this indicates that the regression model is feasible for use due to the normality assumption.

Furthermore, testing other assumptions, specifically the multicollinearity test is carried out by examining the Tolerance and Variance Inflation Factor (VIF) values of each independent variable. The test results are shown in Table 4.

Table 4.
Multicollinearity Test

Variable	Tolerance	VIF
Work Motivation	0.723	1.383
Compensation	0.723	1.383

Source: Data Processing Results using SPSS v.25, 2023

Table 4 shows that the Tolerance value for both independent variables is 0.723 (more than 0.10), and the VIF value is 1.383 (less than 10). Thus, there is no multicollinearity among the independent variables. This is important so that each independent variable can make a unique contribution to the dependent variable and not mask the effects of the others.

Another assumption test to determine whether there is an inequality of residual variance in all predictor values requires heteroscedasticity testing. The test is conducted using the Glejser method, in which the significance value of each variable is evaluated. The results of the heteroscedasticity test are presented in Table 5.

Table 5.
Heteroscedasticity Test

Variable	Sig. (p)	Results
Work Motivation → Abs_Res	0.286	No symptoms occur
Compensation → Abs_Res	0.194	No symptoms occur

Source: Data Processing Results using SPSS v.25, 2023

From Table 5, it is evident that the significance values for the work motivation variable and compensation are 0.286 and 0.194, respectively, both of which are greater than 0.05. This indicates that there are no symptoms of heteroscedasticity in the regression model. This means that the residual variance tends to remain constant across all levels of the predictors, making the regression model used stable and suitable for prediction.

To investigate the impact of work motivation and compensation on employee performance, multiple linear regression analyses were conducted. The test results of the effect of work motivation and compensation on employee performance at Sewelas Triwulan Printing are presented in Table 6, partially and simultaneously in Table 7.

Table 6.
Partial Regression Test Results

Variable	R-value	p-value	Decision
Work Motivation → Employee Performance	0.482	0.000	< 0.05
Compensation → Employee Performance	0.802	0.000	< 0.05

Source: Data Processing Results using SPSS v.25, 2023

From the results above, the p-value calculation for work motivation is $0.000 < 0.05$, indicating a significant influence of work motivation on performance. The R-value for work motivation is 0.482, indicating that the effect of work motivation on performance is moderate. Likewise, compensation, which shows a p-value of 0.000 (< 0.05), indicates a significant effect on performance, with an R-value of 0.802, classified as strong.

Table 7.
Simultaneous Regression Test Results

Variable	R-value	p-value	Decision
Work Motivation* Compensation → Employee Performance	0.725	0.000	< 0.05

Source: Data Processing Results using SPSS v.25, 2023

Based on Table 7, it is evident that the R-value of 0.725 indicates a strong relationship between the independent variables (work motivation and compensation) and the dependent variable, namely employee performance. An R-value close to 1 indicates a strong correlation between the predictors and the criteria. The significance value (p-value) of 0.000 (< 0.05) indicates that the regression model is statistically significant at a level of $p < 0.05$. That is, together, work motivation and compensation have a significant effect on employee performance.

Discussion

The results of this study support existing theories about the importance of work motivation and compensation in improving employee performance. Work motivation, particularly affiliation needs, plays an important role in driving the performance of Sewelas Triwulan Printing employees. Research by McClelland (1961) states that individuals with high social needs tend to have greater motivation to achieve optimal work results. This is reinforced by Robbins and Judge (2015), who suggest that intrinsic motivation, such as recognition and affiliation, play an important role in improving employee performance.

Work motivation stems not only from social needs but also from self-actualization needs, which encourage individuals to continue developing at work (Luthans, 2011; Mathis & Jackson, 2011). Kreitner and Kinicki (2013) state that high motivation encourages employees to increase productivity, especially when their psychological needs are met.

According to Schermerhorn et al. (2011), proper motivation and rewards provided by management have a significant impact on improving employee performance. Werther and Davis (2010) added that high work motivation can be stimulated by providing adequate compensation and proper recognition of individual achievements. Mangkunegara (2013) also revealed that intrinsic motivation, such as recognition of contributions, can increase employee productivity in various sectors.

Additionally, compensation plays a crucial role in enhancing employee performance. Milkovich et al. (2014) assert that fair and adequate compensation is a key factor in encouraging job satisfaction and employee commitment to the company. Noe et al. (2015) support that competitive compensation can increase employee loyalty and reduce labor turnover.

Armstrong (2014) states that providing timely compensation by employee contributions can increase productivity and foster long-term relationships between companies and employees. Dessler (2013) also revealed that good compensation is an effective management tool to retain high-performing employees.

According to Siagian (2014), companies that implement competitive compensation policies tend to have more satisfied and productive employees. Handoko (2003) noted that adequate compensation enhances performance because employees feel more valued by the company, which in turn increases their motivation to perform better.

This research supports the findings of Rivai (2018), who stated that compensation plays a crucial role in creating distributive justice in the workplace, which in turn directly affects performance. Judge et al. (2013) found that employees who feel valued through compensation are more motivated to achieve their job targets.

Gibson et al. (2012) also confirmed that job satisfaction is closely related to fair compensation policies, which have a positive impact on employee commitment and performance. Schermerhorn et al. (2011) noted that, in addition to compensation, recognition of employee contributions in the form of non-financial rewards is also crucial for maintaining work motivation.

Furthermore, McShane and Von Glinow (2017) showed that the combination of motivation and compensation has a greater influence on employee performance. This is also found in this study, where both variables have a significant impact on employee productivity. Locke and Latham (1990) also stated that clear goals and a fair reward system are the primary drivers of motivation and optimal performance.

Toha (2013) supports the notion that external factors, such as rewards and compensation, can increase employees' intrinsic motivation, which in turn has a positive impact on company productivity. The study by Tohardi (2002) also states that the combination of good human resource management and an appropriate compensation system is key to improving overall performance.

However, compared to some previous studies conducted in the large industrial or corporate sector, the value of the compensation effect in this study is lower. This could be further explored, particularly in light of the characteristics of medium-sized businesses, where financial resources are often more limited. So, expectations of compensation are also more realistic, often replaced by social and familial support. This difference suggests that the context of organizational culture and the scale of business strongly influence how motivation and compensation work as predictors of performance.

Herzberg (1966) stated in his two-factor theory that intrinsic work motivations, such as recognition and achievement, play an important role in encouraging employees to achieve higher performance, while hygiene factors, such as compensation, provide a strong basis for these motivations.

Another study by Flippo (1984) suggests that effective performance management involves evaluation and reinforcement through appropriate compensation. Cascio (2014) also supports the idea that compensation plays a key role in shaping employees' job satisfaction and loyalty toward the organization.

Therefore, based on the results of this study, the management of Sewelas Triwulan Printing should pay more attention to aspects of compensation and motivation to achieve better productivity. By improving compensation-related policies, particularly the timeliness of incentives, as well as enhancing the recognition system for employee contributions, the company can foster a more productive and motivating work environment.

This research shows the importance of performance-based policies in compensation. Companies can design clear and transparent incentive schemes that motivate employees to work more effectively based on objective performance evaluations. More strategic human resource management, particularly in the printing industry, is another important implication of this research. By investing in sustainable training and development programs, companies can create a skilled and motivated workforce, which in turn will increase the company's competitiveness in a competitive industry.

Conclusion

Overall, employees with a high level of motivation, particularly in terms of the need for affiliation, tend to exhibit better performance in terms of productivity and work quality. Additionally, compensation provided in a fair and timely manner enhances employee responsibility and performance. Work motivation and compensation both impact employee performance, showing that these two factors complement each other in enhancing productivity and effectiveness. Therefore, company management is advised to strike a balance between intrinsic motivation and extrinsic compensation in managing human resources. Companies can utilize the resulting implications to design more effective and efficient HR strategies, thereby achieving optimal productivity and retaining high-performing employees in the long term.

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