

**THE EFFECT OF MOTIVATION AND COMPENSATION IN IMPROVING
EMPLOYEE PERFORMANCE MEDIATED BY THE ORGANIZATION'S
COMMITMENT TO PT XYZ (A PROPERTY COMPANY IN TANGERANG)**

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motivation, compensation,
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ABSTRACT

This study aims to determine the factors that affect employee performance, such as motivation and compensation and the mediating influence of organizational commitment. The sample in this study were employees of Properti company located in the Tangerang area. This research also aims to find out about the turnover phenomenon that occurs at Properti company in Tangerang. The data collection method used a questionnaire and was analyzed using Partial Least Square (PLS). The results of this study will explain whether there is an influence of the factors studied on the high or low quality of Employee Performance experienced by employees working at Properti Company in Tangerang. This study using Motivation and Compensation as Independent variables, Employee Performance as Dependent variables and Organizational Commitment as Intervening variables. In these four variables, seven hypotheses and nineteen indicators were obtained. By using google form media, researchers got 150 respondents. The results of this study indicate that motivation has a positive and significant effect on employee performance, compensation has a positive and significant effect on employee performance, motivation has a positive and significant effect on organizational commitment, compensation has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee performance, motivation has a positive and significant effect on employee performance mediated by organizational commitment and compensation has a positive and significant effect on employee performance mediated by organizational commitment.

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1. Introduction

Being the main buffer area of the city of Jakarta, residents' interest in occupancy in Banten Province is very high, based on data the backlog still reaches 500 thousand units so that market demand is still quite high. Chairman of DPD Real Estate Indonesia stated that Banten is a very potential area as a residential location for people who work in Jakarta because the price is still too strategic and the land is still quite a lot. So to unravel the backlog problem, various methods are used to spur the provision and sale of land in the Banten provincial sector (Adali, Hey, & Sterzenbach, 2022)

Quoted *Rumah.com* in the last 5-10 years, Tangerang's economic performance has increased significantly, the property index of the Tangerang area has also increased, supported by future infrastructure such as trains, MRT, and toll lanes connecting the Tangerang area to the outer ring. Exclusively, the government also provided interesting policies throughout 2021. In 2022, it is indicated that market prices are gradually normalizing, it is noted that the government is able to maintain a conducive economy amid the Covid-19 outbreak by making exclusive policies. Meanwhile, in the first quarter of 2023, the market index and supply will increase by 6-7% per year, this impact makes market demand decrease on a quarterly basis.

However, market demand declined in the first quarter of 2023, this is suspected by seasonal impacts. Market demand will return to optimism in the next quarter due to the prediction of the plan to build four toll roads in the Tangerang Area. The following is a review of the property index in the Tangerang area in the fourth quarter of 2022 to the first quarter of 2023.



Figure 1 Tangerang Area Property Index

Source : Central Bureau of Statistics Tangerang (2022)

According to (Wardhani, Sumarwan, & Yuliati, 2015) the study of residential purchase decisions is an interesting discussion, various attributes in housing affect the interest of consumer buyers. This illustrates that consumers today have product standards that have functional, quality and practical. While the factors that influence the purchase are the image of the developer, the environment, the developer's services and the quality of the building.

However, developer services are also a concern at the time of sale and after the sale. According to James et al (2021: 90), there are six elements that marketers need to understand in implementing customer support concepts and strategies, namely total commitment to top

management and employees, seller capabilities, service support planning, provision of service choices, service delivery to customers and maintenance of good relationships with customers. In order to be able to provide excellent after-sales service, it is necessary to grow commitment in the organization so that the commitment between sellers and buyers is maintained.

In maintaining a commitment to stable consumers, it is also supported by high organizational commitment to have a very important role in carrying out organizational goals in achieving goals. According to (NI WAYAN DEA PUSPITHA DEWI, 2022), good utilization of human resources will produce maximum output. Like good human resources, the role of talent management continues to be pursued optimally.

Organizations still want quality human resources, meet competency requirements to realize the organization's vision and mission, achieve medium and short-term goals, produce maximum output and minimize excess inputs.. According to (Simbolon, 2022) To match the qualifications of employees must have the following aspects :

1. Active in the approach to work
2. Benefit from surveillance
3. Feel bound in serving clients
4. Get on good terms with other employees
5. Demonstrate core skills and knowledge in work
6. Able to work well
7. Have a positive attitude in the work environment

In the midst of the onslaught of industry 5.0, in order for organizations to run optimally, dominating technology must also be supported by balanced human resources. The real threats to economic stability include less employment, a workforce unprepared for environmental change, a person who is not motivated by organizational commitments, and compensation that is perceived to be less balanced are factors of lack of optimization in performance.

According to data published by the Central Bureau of Statistics Tangerang in 2022, there are 3,352,472 million people in the Tangerang Regency area, the kemis market area is the highest area for its population of 281,603 or around 8.40%. As for the productive age range, researchers limit it from the age of 15 - 64 years, with a total of 2,376,358 million recorded as productive category residents until 2022.

According to the Central Bureau of Statistics, there are around 1,030,695 million people identified as employees in companies in the Tangerang regency. This attracted researchers to discuss the field of human resources, especially Property Companies in the Pasar Kemis area of Tangerang Regency. In the area there are four real estate companies, two are foreign companies and two are local companies. In this area, researchers are interested in researching one of the large foreign companies in the property sector because there are many online media that contain news about consumer disappointment with the service of property employees.

In this study, the aspect to be discussed is performance, most employee performance problems decrease due to not being accompanied by things that make these employees feel motivated for a goal to be achieved so that the rhythm of performance also has a decreasing effect. While the difference in motivated employees is the effectiveness of higher performance in line with the goals to be achieved both in terms of career or organizational goals.

A serious thing that happens due to unmotivated employees is a high turnover intention ratio, turnover is a desire or desire for someone who arises consciously and planned to leave the organization while quoted from (Jaelani, Luthviati, & Hayat, 2021) "turnover intention is defined as a mediating factor between the attitudes that influence the intention to leave the organization" or turnover intention is a factor that mediates employees to really wants to quit his organization.

Turnover can be caused by various factors, such as management policies, economic conditions, compensation, competition in the market, quality of work environment, and employee satisfaction. High turnover can hurt a company from a financial and operational standpoint because it increases the cost of recruiting and training new employees, decreases productivity, and affects the company's reputation. Therefore, management needs to identify the causes of turnover and take action to increase employee retention as well as improve the work environment and career development.

2. Materials and Methods

This research uses quantitative methods to find problem solutions and obtain scientific truth by means of science, technology and data analysis, so researchers are given the means to obtain scientific knowledge deductively to test theories through hypothesis testing where researchers test statistical analysis to create new theories (Veronica et al., 2022)

The time dimension used in this study is pooled cross sections data or the collection of two or more data containing similar problems obtained from different samples at different points taken in the form of population or combined data so that many different samples are needed for testing the same sample design. Basically, the use of pooled cross sections data gives results that will be stronger because it contains many numbers of observations at different times, (Das, 2019)

The object of research used in this study is employees at PT XYZ (Property Company in Tangerang) engaged in property. The study will be limited to selecting samples aimed at employees who have worked for at least three months so that this study is in accordance with the dependent variables on employee performance

The data source used in this study is the primary data source by distributing questionnaires or questionnaires to be filled out by respondents. There are four variables in this study, namely Motivation, Compensation, Employee Performance and Organizational Commitment

3. Result and Discussion

Results of descriptive analysis related to respondent profiles and indicators

Based on the results of questionnaires that have been distributed online through *google form*, the number of respondents obtained by researchers is 163 people. After going through a screening process, the number of samples that can be used in this study is as many as 150 respondents who have met the research requirements. As for the 13 respondents did not meet the research requirements so they were not included in the study. This number has met the minimum limit of this study because there are 19 indicators which in one indicator multiplied by five or ninety-five respondents.

Characteristics of Respondents

The following are the descriptive results of the profiles of respondents used in this study :

Table 1 Respondent Results by Division

Divided	Sum	Percentage
Marketing	8	5%
PEM-CS	32	22%
Design	7	5%
Legal	4	3%
HR-IT	8	5%
Finance & Accounting	8	5%
Cash Collection	5	3%
Sales	45	30%
Sales Admin	10	7%
ISR	7	5%

Divided	Sum	Percentage
Commercial	3	2%
Service Excellent	3	2%
Operations & Region Management	7	5%
Cost and Procurement	3	1%
TOTAL	150	100%

Source : Respondent Questionnaire Results, (2023)

Based on the results of respondent data that researchers have obtained, it is known that there are 8 people (5%) from the Marketing division, 32 people (22%) from the PEM-CS division, 7 people (5%) from the Design division, 4 people (3%) from the Legal division, 8 people (5%) from the HR-IT division, 8 people (5%) from the Finance & Accounting division, 5 people (3%) from the Cash Collection division, 45 people (30%) from the Sales division, 10 people (7%) from Sales Admin division, 7 people (5%) from ISR division, 3 people (3%) from Commercial division, 3 people (2%) from Service Excellent division, 7 people (5%) from Operations & Region Management division, 3 people (1%) from Cost and Procurement division. From the tabulation data, it can be seen that all employees at PT XYZ (Property Company in Tangerang) participated in filling out the questionnaire that the researcher distributed.

Table 2 Respondent Results by Job Title

Department	Sum	Percentage
Staff	113	76%
Coordinator / Specialist	4	3%
Supervisor	8	5%
Senior Manager	23	15%
Head Department	2	1%
TOTAL	150	100

Source : Responder Questionnaire Results, (2023)

Based on the results of the data obtained by the researchers, it is known that there are 113 people (76%) who hold positions as staff, 4 people (3%) who hold positions as Coordinator / Specialist, 8 people (5%) who hold positions as Supervisors, 23 people (15%) who hold positions as, 2 people (1%) who hold positions as. From the tabulation data, it can be seen that the median of employees at PT XYZ (Property Company in Tangerang) has a position as staff.

Table 3 Respondents' Results by Working Perioda

Department Time	Sum	Percentage
More than three months	26	17%
One year	101	68%
More than one year	23	15%
TOTAL	150	100%

Source : Respondent Questionnaire Results, (2023)

Based on the results of the data obtained by the researchers, it is known that there are 26 people (17%) whose term of office is more than three months, 101 people (68%) whose term of office is one year, 23 people (15%) whose term of office is more than one year. From the tabulation data, it can be seen that the most working period is 1 year and the least working period is more than one year. And because researchers limit respondents with a minimum working period of more

than three months, respondents whose tenure is less than three months are not used in data processing.

Tabel 4 Respondent Results by Gender

Gender	Sum	Percentage
Woman	55	37%
Man	95	63%
TOTAL	150	100%

Source : Respondent Questionnaire Results, (2023)

Based on the results of the data obtained by the researchers, it is known that there are 55 people (37%) respondents who are female and 95 people (63%) respondents who are male. So it can be concluded that the majority of employees working at PT XYZ (Property Company in Tangerang) are men.

Tabel 5 Table of Respondent Results by Age

Age	Sum	Percentage
20 - 25 year	35	23,33%
26 - 30 year	52	34,66%
31 - 35 year	36	24%
36 - 40 year	18	12%
41 - 45 year	4	2,66%
46 - 50 year	4	2,66%
More than 50 year	1	0,69%

Source : Respondent Questionnaire Results, (2023)

Based on the results of the data obtained, it is known that there are 35 people (23.33%) aged 20 - 25 years, 52 people (34.66%) aged 26 - 30 years, 36 people (24%) aged 31 - 35 years, 18 people (12%) aged 36 - 40 years, 4 people (2.66%) aged 41 - 45 years, 4 people (2.66%) aged 46 - 50 years and 1 person (0.69%) aged more than 50 years. So it can be concluded that the majority of employees working at PT XYZ (Property Company in Tangerang) are aged 26-30 years.

Table 6 Table of Respondents' Results by Education Level

Education	Sum	Persentase
D1 - D4	43	28,66%
S1	99	66%
S2	8	5,34%
Total	150	100%

Source : Respondent Questionnaire Results, (2023)

Based on the results of data obtained by researchers, it is known that 43 people (28.66%) have final education D1 - D4, 99 people (66%) have final education S1, 8 people (5.34%) have final education S2. So it can be concluded that the median of employees working at PT XYZ (Property Sector Company in Tangerang) is the one with the final education of S1

Table 7 Respondent Results Based on Employee Status

Employee Status	Sum	Percentage
Inhouse	92	61,3%
Outsource	58	38,7%
TOTAL	150	100%

Source : Respondent Questionnaire Results, (2023)

Based on the results of data obtained by researchers, it is known that 92 people (61.3%) employees who have inhouse status and 58 people (38.7%) employees who have outsourced status. So that the majority of employees of PT XYZ (Property Company in Tangerang) are Inhouse researchers limit outsourced respondents with a working period of less than three months

Hypothesis Testing

The next stage is to do *bootstrapping testing*. This test is done by looking at the results of the *Path Coefficients* test to see the significance value through p value to check the relationship between variables. Here are the results of bootstrapping testing from the use of SmartPLS 4.

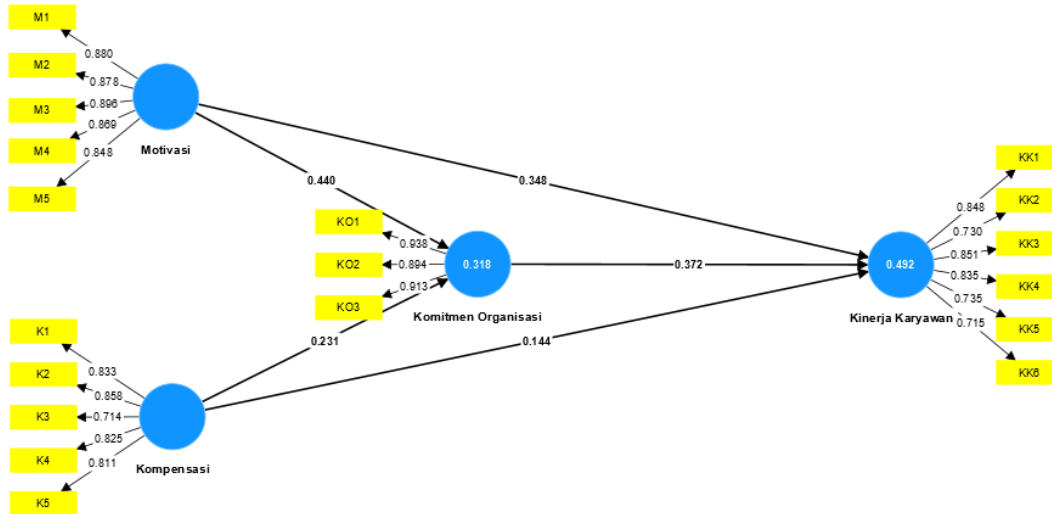


Figure 1 Outer Loadings

Source : SmartPLS 4 (2023) data processing

After doing bootstrapping testing as in Figure 4.1, the next step is to analyze the Path Coefficients to see the results of direct influence calculations. The variable is declared significant when the p-value < 0.05 (Hair et. al.2019).

Table 17 Hypothesis Testing of Direct Influence

Hypothesis	Nilai P (P Values)	Information
Employee Motivation → Performance	0.000	Accepted (P value < 0.05)
Employee Compensation → Performance	0.002	Accepted (P value < 0.05)
Organizational Motivation → Commitment	0.000	Accepted (P value < 0.05)
Compensation → Organizational Commitment	0.000	Accepted (P value < 0.05)
Organizational Commitment → Employee Performance	0.000	Accepted (P value < 0.05)

Source: SmartPLS 4 data processing, (2023)

Based on Table 17 is the result of calculations between constructs contained in the model by taking into account the p value (p-value) can be expressed as follows :

Hipotesis 1

The motivation variable for employee performance variables has a p-value of $0.000 < 0.05$, so the first hypothesis is accepted. This means that motivation variables have a positive and significant effect on employee performance

Hipotesis 2

The compensation variable against the employee performance variable has a p-value of $0.002 < 0.05$, so the second hypothesis is accepted. This means that compensation variables have a positive and significant effect on employee performance

Hipotesis 3

The motivation variable against the organizational commitment variable has a p-value of $0.000 < 0.05$, so the third hypothesis is accepted. This means that motivation variables have a positive and significant effect on organizational commitment

Hipotesis 4

The compensation variable against the organizational commitment variable has a p-value of $0.000 < 0.05$, so the fourth hypothesis is accepted. This means that the variable compensation has a positive and significant effect on organizational commitment

Hipotesis 5

The organizational commitment variable to the employee performance variable has a p-value of $0.000 < 0.05$, then the fourth hypothesis is accepted. This means that the variable of organizational commitment has a positive and significant effect on employee performance.

As for the analysis of the influence of mediation variables can be seen in the table below:

Table 18 Testing the Indirect Influence Hypothesis

Hipotesis	Nilai P (P Values)	Keterangan
Organizational Motivation → Commitment → Employee Performance	0.001	Diterima (P value < 0.05)
Compensation → Organizational Commitment → Employee Performance	0.012	Diterima (P value < 0.05)

Source: SmartPLS 4 data processing, (2023)

Hipotesis 6

The motivational variable mediated by organizational commitment to employee performance has a p-value of $0.001 < 0.05$, hence the sixth hypothesis is accepted. This means that the variable of organizational commitment has a positive and significant effect on mediating motivation for employee performance.

Hipotesis 7

The variable compensation mediated by organizational commitment to employee performance has a p-value of $0.012 < 0.05$, hence the seventh hypothesis is accepted. This means that organizational commitment variables have a positive and significant effect on mediating compensation for employee performance.

Discussion of Research Results**The influence of motivation on employee performance**

The variable motivation for employee performance has a p-value has a p-value of $0.000 < 0.05$, then the first hypothesis is accepted. This means that motivation variables have a positive and significant effect on employee performance. The accepted hypothesis can be caused by a number of factors, one of which is the salary that employees get every month to motivate the spirit of work.

The hypothetical results are in line with the results of research conducted by (Widodo, 2022) which proves that motivation has a positive and significant influence on employee performance. According to (Maslow, 2017) the physiological influence needed to maintain a sustainable life with employees whose enthusiasm for work is motivated from meeting lower level needs and using those desires as motivation.

The effect of compensation on employee performance

The variable compensation for employee performance has a p-value of $0.002 < 0.05$, so the second hypothesis is accepted. This means that compensation variables have a positive and significant effect on employee performance. The accepted hypothesis can be caused by a number of factors, one of which is that the company rewards through bonuses if employees reach the target. The results of this hypothesis are in line with the results of research conducted by (Safitri, Baktiono, Damayanti, & Arimbawa, 2021) which proves that compensation has a positive and significant influence on employee performance. According to (Dessler & Varrkey, 2005) also suggests that employees will be more committed to their organization if they receive more compensation for what employees achieve for company goals.

The influence of motivation on organizational commitment

The variable motivation for organizational commitment has a p-value of $0.000 < 0.05$, so the third hypothesis is accepted. This means that motivation variables have a positive and significant effect on organizational commitment. The accepted hypothesis can be caused by a number of factors, one of which is the salary that employees get every month makes employees enthusiastic about working, motivated and want to contribute to the company. The results of this hypothesis are in line with the results of research conducted by (Purnamasari & Palupiningdyah, 2017) which proves motivation has a positive and significant influence on organizational commitment. According to (Maslow, 2017), employees can commit if there is motivation created from these employees so that employees can synergize with the Company's goals.

The effect of compensation on organizational commitment

The variable compensation for organizational commitment has a p-value of $0.000 < 0.05$, so the fourth hypothesis is accepted. This means that the compensation variable has a positive and significant effect on organizational commitment. The accepted hypothesis can be caused by a number of factors, one of which is the amount of salary that employees get every month in accordance with the position and scope of work of employees. The results of this hypothesis are not in line with the results of research conducted by (Fitrio, Remofa, Hardi, & Ismail, 2023) which prove compensation has a positive and insignificant influence on organizational commitment. According to (Dessler & Varrkey, 2005), employees who receive compensation commensurate with their scope of work will be more able to commit to the Company. Employees can work for the Company for a long period of time.

Influence between Organizational Commitment to Employee Performance

The variable organizational commitment to employee performance has a p-value of $0.000 < 0.05$, so the fifth hypothesis is accepted. This means that the variable of organizational commitment has a positive and significant effect on employee performance. The accepted hypothesis can be caused by a number of factors, one of which is that employees feel they have to contribute to the Company so that the work that has been targeted by the company can always be achieved on time. The results of this hypothesis are in line with the results of research conducted by (Nawang Sari, Mintarti, & Sudjatno, 2023) which proves organizational commitment has a positive and significant influence on employee performance. According to Mowday, quoted from (Widodo, 2022), through employee involvement in all affairs and objectives of the Company, employees become committed to the organization and responsible for their work.

Influence between Motivation on employee performance mediated organizational commitment

The motivational variable mediated by organizational commitment to employee performance has a p-value of $0.001 < 0.05$, hence the sixth hypothesis is accepted. This means that the variable of organizational commitment has a positive and significant effect on mediating motivation for employee performance. The accepted hypothesis can be caused by a number of factors wrong salary received accordingly so as to make employees commit to contribute to the company. The results of this hypothesis are in line with the results of research conducted by (Astuti & Amalia, 2021) which proves organizational commitment has a positive and significant influence on mediating motivation on employee performance. According to (Maslow, 2017), the award or prestige given by the Company will make employees able to provide optimal work results and be active in all Company activities.

The effect of compensation on employee performance mediated by organizational commitment

The variable compensation mediated by organizational commitment to employee performance has a p-value of $0.012 < 0.05$, hence the seventh hypothesis is accepted. This means that organizational commitment variables have a positive and significant effect on mediating compensation for employee performance. The accepted hypothesis can be caused by a number of factors, one of which is holiday allowances that are in accordance with the length of work so that employees are committed to contributing to the company. The results of this hypothesis are in line with the results of research conducted by (Nurfauziah, Kirana, Septyarini, & Othman, 2021) which proved that organizational commitment has a positive and significant influence on mediating compensation on employee performance. According to (Dessler & Varrkey, 2005), compensation in the form of financial (salary received every month) and non-financial compensation in the form of transportation, canteen facilities and places of worship will foster enthusiasm for work and will also be committed to work for a long time.

4. Conclusion

Testing on the H1 hypothesis, based on the evidence collected there is enough support for the positive and significant influence of motivation on employee performance so that the H1 hypothesis is accepted. This means that employees in this study as respondents, describe if increased motivation will increase employee desire for good performance at the Company. Conversely, if employees are not motivated at work, it does not cause the desire to provide satisfactory work performance. Companies can use appraisal performance as a reference for employees in each quarter.

Testing on the H2 hypothesis, based on the evidence collected there is enough support for the positive and significant effect of compensation on employee performance so that the H2 hypothesis is accepted. This means that employees in this study as respondents, describe if increased compensation will increase employee desire for good performance at the Company. Conversely, if compensation does not increase, employee performance also does not increase. In this hypothesis, remuneration becomes the most vital issue in employment. Employees will feel the scope of work given is proportional to the work produced. This is supported by Dessler's theory that according to his interviews there are 9% who state employee dissatisfaction at work. Because employees feel there should be a clear line between each reward and a specific business goal.

Testing on the H3 hypothesis, based on the evidence collected there is sufficient support for the positive and significant influence of motivation on organizational commitment so that the H3 hypothesis is accepted. This means that employees in this study as respondents, illustrate that increased motivation will increase employee desire for organizational commitment to the

Company. Conversely, if consumers do not have a strong organizational commitment, there is a lack of employee motivation to be part of the organization. In this case, there must be several things that need to be considered for an organization, especially the commitment of employees to the organization. Transforming the vision and mission of the organization requires building commitment to the organization. Namely by building enthusiasm and giving energy to employees who will adopt the organization's vision and mission to create an image of honesty, trust and integrity.

Testing on the H4 hypothesis, based on the evidence gathered there is sufficient support for the positive and significant effect of compensation on organizational commitment so that the H4 hypothesis is accepted. This means that employees in this study as respondents, illustrate that increased compensation will increase employee desire for organizational commitment to the Company. Conversely, if the compensation received does not make employees feel satisfied with the rewards given, the potential for employees to commit fraud will be great. Through unfairness, rewarding employee compensation will easily get out of line with the organization's vision and mission.

Testing on the H5 hypothesis, based on the evidence collected there is enough support for the positive and significant influence of organizational commitment on employee performance so that the H5 hypothesis is accepted. This means that employees in this study as respondents, illustrate if increased organizational commitment will increase employee desire for good performance in the Company. In making employees able to achieve the Company's goals, the need for strong motivation to carry out the tasks given by superiors, commitment is a support. Motivation can be built by the employee's sense of responsibility for his work and the morality of organizational commitment as part of individual employees so as to achieve satisfactory employee performance.

Testing on the H6 hypothesis, based on the evidence gathered there is sufficient support for organizational commitment to prove positive and significant mediating motivation for employee performance. This means that employees in this study as respondents, illustrate that if there is an increase in organizational commitment, it will also increase the relationship between motivation and employee performance. Conversely, the explanation of hypothesis five, not only the motivation and organizational commitment of individual employees can support organizational goals but also requires high appreciation of individual employee achievements in the form of compensation both financial and non-financial.

Testing on the H7 hypothesis, based on the evidence gathered there is sufficient support for organizational commitment to prove positive and significant mediation of compensation for employee performance. This means that employees in this study as respondents, illustrate that if there is an increased organizational commitment, it will also increase the relationship between compensation and employee performance. Finally, some of the explanations above to clarify the perception of the role of employees in setting employee performance goals can be in two ways, namely by strengthening intensity and perseverance and providing a clear perception that employees are part of the organization.

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