The Impact of Compensation and Career Development on Employee Performance at PT. XYZ

Kurnia Solehah[1], Yudi Kristanto[2], Setiawati[3]
[1,2,3] Universitas Pertiwi
*Corresponding author:
Email: 21120048@pertiwi.ac.id

Article History:
Received: August 12, 2025
Revised: September 28, 2025
Accepted: October 01, 2025

Keywords: *Performance, Career Development, Permanent Employees, Contract Employees, Outsourcing.*

How to Cite:
Solehah, K. ., Kristanto, Y. ., & Setiawati. (2026). The Impact of Compensation and Career Development on Employee Performance at PT. XYZ. *ITQAN: Journal of Islamic Economics, Management, and Finance*, *5*(1), 20–31. https://doi.org/10.57053/itqan.v5i1.131.

Abstract: *This research is motivated by the emergence of problems related to compensation and career development disparities among permanent employees, contract employees, and outsourced employees. The purpose of this study is to determine the effect of compensation and career development on employee performance. This study uses a quantitative method with a stratified random sampling technique conducted at PT. XYZ conducted a study with a sample of 165 people, utilizing a data collection technique involving a questionnaire. Data analysis techniques using SPSS include instrument testing (validity and reliability tests), analyst prerequisite tests (normality and homogeneity tests), and statistical hypothesis testing (product-moment correlation tests and linear regression tests). Based on the results of the t-statistical test, there is a partial effect of compensation (X1) on employee performance (Y), as marked by the calculated t-value of 13.787, which exceeds the t-table value of 1.970. Additionally, there is a partial effect of career development (X2) on performance (Y), as indicated by the calculated t-value of 17.642, which exceeds the t-table value of 1.970. The sig. Value. F Change of 0.000 < 0.05 concludes that the compensation variables (X1) and career development (X2) simultaneously have a significant relationship with employee performance (Y).*

Introduction

According to several researchers, Bahri & Salsiati (2025), Lepak et al. (2006), Siska Asriyanti et al. (2024), and Sudrajat et al. (2025), a company's ability to achieve its goals is related to efficient and effective human resource (HR) management. Rambulangi et al. (2017) explain that HR is a vital asset that ensures smooth operations and is also a significant factor in the success of an entity. However, HR management is not merely about retaining employees. Several factors significantly influence their performance, including welfare, compensation, and career development (Sella & Riofita, 2024). PT. XYZ, which focuses on the OTC pharmaceutical industry, can serve as an example of how to address compensation and career development for permanent, contract, and outsourced employees, necessitating a strategic approach to ensure alignment with business objectives.

Human Resource Management can be defined as an integral part of general management, focusing on the planning, development, compensation, integration, maintenance, and separation of the workforce to achieve organizational goals effectively (Putri, 2024). The role of HRM includes determining the quantity and quality of the workforce, recruiting and placing employees, managing welfare and development, and monitoring labor

laws and technical developments (Hasibuan, 2016; Salasiah et al., 2023). A strategic approach to HRM is expected to align HR with business goals and contribute to the organization's sustainable success (Rohmah et al., 2024).

Compensation is a reward, both financial and non-financial, provided by companies to employees for their contributions (Fadila et al., 2025; Khairunnisa Khairunnisa, 2021; Rizal & Handayani, 2021). In a legal context, Manpower Law No. 13 of 2003 regulates various aspects of compensation, including minimum wages, allowances, overtime pay, severance pay, and welfare benefits (Ni'matussa'idah et al., 2025). Fair and appropriate compensation not only meets legal requirements but also increases employee motivation, satisfaction, and productivity (Widodo & Zaenuri, 2025). Motivational theories such as McClelland's Needs Theory and Herzberg's Two-Factor Theory emphasize that appropriate compensation can meet employees' basic needs and encourage superior performance (Andriani & Widiawati, 2017).

Although compensation and career development are theoretically recognized as performance drivers, in practice, they are as in PT. XYZ, significant gaps remain between permanent, contract, and outsourced employees. Differences in compensation and career development opportunities can ultimately lead to dissatisfaction, decrease motivation, and impact overall performance (Wisanggeni et al., 2024). Previous research has highlighted the close relationship between employee well-being and performance. However, implementation is often uneven and not fully strategic (Wijayanti et al., 2025).

Recent developments in HR, as emphasized by several researchers, including Nafisah et al. (2024) and Widodo & Zaenuri (2025), highlight a holistic approach that integrates both financial and non-financial compensation. Inclusions have shown that companies with effective HR management not only meet legal standards but also establish a fair and transparent system for all employees (Parvathi & Inampudi, 2024). Thus, efforts to align compensation and career development practices with current motivational theories and regulations become key for improving employee performance and achieving organizational goals sustainably (Pamungkas et al., 2025).

In the context of Sharia, compensation serves as both a material reward and a form of corporate responsibility (amanah) to fulfill employee rights (*haqq al-'amil*) (Fadhlillah et al., 2023). In the hadith, the Prophet Muhammad (peace be upon him) said: "Give the worker his wages before his sweat dries." (Narrated by Ibn Majah) (Salim, 2025). Sharia principles essentially emphasize the importance of timely and fair compensation, without discrimination (Sheba et al., 2013; Yasmeen, 2023). This career development aligns with the concept of *amar ma'ruf nahi munkar*. It is also an act of worship, as it empowers human resources to achieve their full potential (*ihsan*) (Andjanie & Puspita, 2023).

In the context of Sharia, human resource management aims to achieve organizational efficiency. This aligns with the principles of justice (*al-'adl*) and trustworthiness (Sella & Riofita, 2024; Wahidillah et al., 2025). The Al-Qur'an also emphasizes the importance of granting rights proportionally (QS. An-Nisa: 58), including those related to compensation and career development opportunities (Riski et al., 2023). In brief, this research aims to investigate the impact of compensation and career development on employee performance.

Method

This research design employs a quantitative approach, combining descriptive methods

and stratified random sampling to address the problem formulation. Descriptive research aims to describe the influence of compensation and career development on the performance of various employee types at PT. XYZ, while stratified random sampling is applied by dividing the population into strata to analyze the influence of job satisfaction on employee performance. Data were collected through questionnaires using a 1-5 Likert scale as the primary data source, as well as through documentation and literature studies as secondary data sources. These data were then analyzed statistically to obtain comprehensive results. This study uses three operational variables that are measured quantitatively: Compensation (X1) is defined as all forms of rewards received by employees for their contributions to the organization (Simamora, 2004). Career Development (X2) is an effort to enhance employee career levels to more desirable positions (Simamora, 2004). Employee Performance (Y) refers to work results achieved during a period (Sudarmanto, 2009). The measurement of these three variables will be described in detail in the variable operationalization table, along with their measurement indicators.

Table 1. Operationalization of Variables

Variabel	Dimension	Indicator	Souce
Compensation (X1)	Financial Compensation	1. Basic salary 2. Fixed allowance 3. Bonus 4. Incentives	Hasibuan (2009); Simamora (2004)
	Non-Financial Compensation	1. Work benefits 2. Annual leave 3. Gimmicks/gifts 4. Event facilities 5. Awards	Robbins & Judge (2011)
Career Development (X2)	Training and Education	1. Technical training 2. Managerial training 3. Personal development training	Handoko (2016)
	Promotion & Rotation Opportunities	1. Job promotion 2. Job rotation 3. GROW program	Bernardin & Russel (1992; Edwan (2025)
Employee Performance (Y)	Work Results	1. Punctuality 2. Quantity of output 3. Quality of work	Armstrong & Taylor (2013)
	Work Behavior	1. Discipline 2. Responsibility 3. Attendance	Bernardin & Russel (1992; Robbins & Judge (2011)

Source: compiled from various sources (2025)

Result and Discussion

Research Results

Descriptive Statistics

Descriptive statistical data on Compensation (X1) from the questionnaire results were processed using SPSS to produce values as described in Table 2.

Table 2. Output of SPSS Descriptive Statistics Calculation Results Compensation (X1)

Statistics

Compensation

N	Valid	165
	Missing	0
Mean		37,49
Median		39
Mode		40
Std. Deviation		7,935
Variance		62,971
Range		36
Minimum		14
Maximum		50
Sum		6186

a. Multiple modes exist. The smallest value is shown

Descriptive statistical data for Career Development (X2) from the questionnaire results were processed using SPSS to produce the values presented in Table 3.

Table 3. Output of SPSS Descriptive Statistics Calculation Results Career Development (X2)

Statistics

Career Development

N	Valid	165
	Missing	0
Mean		36,03
Median		37
Mode		37
Std. Deviation		9,07
Variance		82,273
Range		40
Minimum		10
Maximum		50
Sum		5945

a. Multiple modes exist. The smallest value is shown

The descriptive statistical data for Performance (Y) from the questionnaire results were processed using SPSS to produce the values presented in Table 4.

Table 4. Output of SPSS Calculation Results for Descriptive Statistics for Performance (Y)

Statistics

Performance

N	Valid	165
	Missing	0
Mean		38,13
Median		39
Mode		38
Std. Deviation		7,967
Variance		63,478
Range		40
Minimum		10

Maximum	50
Sum	6291

a. Multiple modes exist. The smallest value is shown

Pengujian Insrumen Penelitian melalui Uji Validitas. Berikut ini ialah hasil uji validitas setiap variabel sebagaimana disajikan pada Tabel 5.

Table 5. Compensation Validity Test Results (X1)

Item	r Table	r Count	Description
X1.1	0,159	0,548	Valid
X1.2	0,159	0,517	Valid
X1.3	0,159	0,599	Valid
X1.4	0,159	0,596	Valid
X1.5	0,159	0,442	Valid
X1.6	0,159	0,540	Valid
X1.7	0,159	0,526	Valid
X1.8	0,159	0,646	Valid
X1.9	0,159	0,739	Valid
X1.10	0,159	1	Valid

Based on the results of the validity test of the compensation variable (X1), it can be seen that the factors in this test have met the requirements with a calculated r value > r table, namely X1.1 of 0.548 > 0.159, X1.2 of 0.517 > 0.159, X1.3 of 0.599 > 0.159, X1.4 of 0.596 > 0.159, X1.5 of 0.442 > 0.159, X1.6 of 0.540 > 0.159, X1.7 of 0.526 > 0.159, X1.8 of 0.646 > 0.159, X1.9 of 0.739 > 0.159, X1.10 of 1 > 0.159. So the question item of the compensation variable (X1) is declared valid.

Table 6. Results of Career Development Validity Test (X2)

Item	r Table	r Count	Description
X2.1	0,159	0,678	Valid
X2.2	0,159	0,567	Valid
X2.3	0,159	0,616	Valid
X2.4	0,159	0,632	Valid
X2.5	0,159	0,695	Valid
X2.6	0,159	0,653	Valid
X2.7	0,159	0,815	Valid
X2.8	0,159	0,824	Valid
X2.9	0,159	0,871	Valid
X2.10	0,159	1	Valid

Based on the results of the career development validity test (X2), it can be seen that the factors in this test have met the requirements with a calculated r value > r table, namely X2.1 of 0.678 > 0.159, X2.2 of 0.567 > 0.159, X2.3 of 0.616 > 0.159, X2.4 of 0.632 > 0.159, X2.5 of 0.695 > 0.159, X2.6 of 0.653 > 0.159, X2.7 of 0.815 > 0.159, X2.8 of 0.824 > 0.159, X2.9 of 0.871 > 0.159, X2.10 of 1 > 0.159. Therefore, the career development variable question item is deemed valid.

Table 7. Results of Performance Validity Test (Y)

Item	r Table	r Count	Description
Y1	0,159	0,754	Valid
Y2	0,159	0,804	Valid
Y3	0,159	0,816	Valid
Y4	0,159	0,829	Valid
Y5	0,159	0,873	Valid
Y6	0,159	0,811	Valid
Y7	0,159	0,819	Valid
Y8	0,159	0,766	Valid
Y9	0,159	0,792	Valid
Y10	0,159	0,843	Valid

Based on the results of the validity test of the employee performance variable (Y), it can be seen that the factors in this test have met the requirements with a calculated r value > r table, namely Y1 of 0.754 > 0.159, Y2 of 0.804 > 0.159, Y3 of 0.816 > 0.159, Y4 of 0.829 > 0.159, Y5 of 0.873 > 0. 159, Y6 of 0.811 > 0.159, Y7 of 0.819 > 0.159, Y8 of 0.766 > 0.159, Y9 of 0.792 > 0.159, Y10 of 0.843 > 0.159. Based on this number and a significance level of 5%, the r table value used as a reference is 0.159. The analysis results show that all statement items in the questionnaire have a correlation value (calculated r) greater than the table r value, thus declaring it valid and suitable for use as a measurement tool.

Furthermore, the classical assumption, as described in the Normality Test Results, is presented in Table 8.

Table 8. Output of SPSS Calculation Results for Normality Test (X1) against (Y)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		165
Normal Parameters[a,b]	Mean	0
	Std. Deviation	5,41341173
Most Extreme Differences	Absolute	0,062
	Positive	0,062
	Negative	-0,049
Kolmogorov-Smirnov Z		0,062
Asymp. Sig. (2-tailed)		0,200

a. Test distribution is Normal.

b. Calculated from data.

Table 9. Output of SPSS Calculation Results for Normality Test (X2) against (Y)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		165
Normal Parameters[a,b]	Mean	0
	Std. Deviation	5,31770266
Most Extreme Differences	Absolute	0,094
	Positive	0,066
	Negative	-0,094
Kolmogorov-Smirnov Z		0,094
Asymp. Sig. (2-tailed)		0,099

a. Test distribution is Normal.
b. Calculated from data.

The results of the normality test above indicate that the compensation (X1), career development (X2), and performance (Y) variables have a significance value greater than 0.05, thus demonstrating a normal distribution. The following explanations can be given: First, the Compensation variable (X1) from the data can be described as follows: The Kolmogorov-Smirnov Z value is 0.062, with an Asymp. Sig. Value of 0.200, and a Sig. Value of 0.200 > 0.05, indicating a normal distribution. Second, the Career Development variable (X2) from the data can be described as having a Kolmogorov-Smirnov Z value of 0.094, with an asymptotic p-value of Sig. Value of 0.099, and a Sig. Value of 0.099 > 0.05, indicating a normal distribution.

Next, the homogeneity test uses the Kruskal-Wallis method, as described in Table 10.

Table 10. Results of the Homogeneity Test (X1) Against (Y)

No	X1	Y	F Count	0,99
Si^2	63,28	63,87	F table	3,00
n	165	165	Result	Homogen

Table 11. Output of SPSS Calculation Results of Homogeneity (X1) against (Y)

ANOVA
Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7139,681	31	230,312	9,366	,000
Within Groups	3270,646	133	24,591		
Total	10410,327	164			

Based on the results of the homogeneity test of Employee Performance (Y) on Compensation (X1) above, it can be explained that the results of statistical calculations on the homogeneity test of variance of Employee Performance (Y) scores on Compensation (X1) obtained F count 0.99 < F table 3.00 at = 0.05 which shows that the variance of Y on X1 is homogeneous. Then, the significance value for Employee Performance (Y) based on Compensation (X1) is 9.366, which is greater than 0.05. So the Employee Performance data based on Compensation has the same variance (homogeneous).

Table 12. Results of the Homogeneity Test of X2 Against Y

No	X1	Y	F Count	1,30
Si^2	82,72	63,87	F table	3,00
n	165	165	Result	Homogen

Table 13. Output of SPSS Calculation Results of Homogeneity (X2) against (Y)

ANOVA
Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7664,351	33	232,253	11,080	,000
Within Groups	2745,977	131	20,962		
Total	10410,327	164			

Based on the results of the homogeneity test of Employee Performance (Y) on Career Development (X2) above, it can be explained that the results of statistical calculations on the homogeneity test of variance of Employee Performance (Y) scores on Career Development (X2) obtained F count 1.30 < F table 3.00 at = 0.05 which shows that the variance of Y on X2 is homogeneous. Then, the significance value for Employee Performance (Y) based on Career Development (X2) = 11.080 is greater than 0.05. Therefore, the Employee Performance data based on career development exhibits the same variance (homogeneity).

Next, the results of the homogeneity test. The T-test was used to determine the magnitude of the influence of each independent variable individually. The regression test employed a one-tailed test with a constant α = 5% as the error rate, at a 95% confidence level. The Compensation T-test (X1) is explained in Table 14.

Table 14. Output of SPSS Calculation Results for T Test (X1)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,509	2.047		5.133	.000
	Compensation	.737	.053	.734	13,787	.000

a. Dependent Variable: Kinerja Karyawan

Based on the testing of the Compensation variable (X1), the calculated t-value (13.787) exceeds the t-table value of 1.97. It can be concluded that H0 is rejected and Ha is accepted. This means that compensation has a positive and significant effect on employee performance. The Career Development T Test (X2) is explained in Table 15.

Table 15. Output of SPSS Calculation Results for T Test (X2)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,866	2,036		0,425	0,671

Career Development	0,922	0,052	0,81	17,642	.000

a. Dependent Variable: Kinerja Karyawan

Source: Processed data (SPSS output) (2025)

Testing the Career Development variable (X2), the calculated t-value can be obtained as> t-table 17.642 > 1.97. So it can be concluded that H0 is rejected and Ha is accepted. This means that Career Development has a positive and significant effect on employee performance. The t-test for Compensation (X1) and Career Development (X2), as explained in Table 16.

Table 16. Output of SPSS Calculation Results for T-Test (X1) and (X2)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,243	1,714		5,394	.000
	Compensation	0,536	0,063	0,611	8,511	.000
	Career Development	0,255	0,072	0,254	3,541	.001

a. Dependent Variable: Employee performance

According to Sugiyono (2013), the F-test is used to test coefficients simultaneously, allowing the value of the regression coefficient to be determined collectively. The testing criteria and conclusions are based on the following criteria. First, if the calculated F-value is greater than the F-table value, then H0 is rejected and Ha is accepted. Second, if the calculated F < F table, then H0 is accepted and Ha is rejected. This is explained in Table 17.

Table 17. Results of the Simultaneous Test (F-Test) of Compensation (X1) on Employee Performance (Y)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5604,303	1	5604,303	190,074	.000[b]
	Residual	4806,024	163	29,485		
	Total	10410,327	164			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Compensation

Based on the results of data processing, the calculated F-value (190.074) is greater than the F-table value (3.00) and the significance level (0.000), which means it is smaller than the α-value (0.05). So it can be concluded that H0 is rejected and Ha is accepted. This means that compensation has a positive and significant effect on employee performance. Simultaneous Test (F-Test) of Career Development (X2) on Employee Performance (Y), which is explained in Table 18

Table 18. Output of SPSS Calculation Results for Simultaneous F-Test of X2 against Y

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6832,226	1	6832,226	311,241	.000[b]
	Residual	3578,102	163	21,952		
	Total	10410,327	164			

a. Dependent Variable: Kinerja Karyawan
b. Predictors: (Constant), Pengembangan Karier

Based on the results of data processing, the calculated F-value (311.241) exceeded the F-table value of 3.00. It can be concluded that H0 is rejected and Ha is accepted. This means that career development has a positive effect on employee performance. Research findings showing the significant influence of compensation and career development on employee performance also align with Sharia principles, which emphasize fairness and recognition for contributions. In Islam, employees who are treated fairly tend to be more motivated to work sincerely and responsibly (Damayanti et al., 2025). These findings suggest that equitable HR policies not only enhance performance but also align companies more closely with the values of piety and benefit (maslahah) (Aslinda et al., 2024; Rochaeni & Supendi, 2024).

Conclusion

This study concludes that the implementation of green entrepreneurial orientation and green innovation has a significant influence on the business performance of MSMEs in Karawang Regency. This is supported by the analysis results, which found a strong correlation between green entrepreneurial orientation and green innovation (r = 0.644). Additionally, a strong relationship exists between green entrepreneurial orientation and business performance (r = 0.798). Furthermore, green innovation shows a strong correlation with increased business performance (r = 0.781). Based on the regression test, these two variables can explain 75.9% of the variation in business performance, indicating the strength of this research model in describing the relationship between the variables. Thus, MSMEs that adopt green entrepreneurial principles and implement environmentally friendly innovation in their products and business processes tend to experience improved overall business performance, both in financial and non-financial aspects.

Acknowledgements

The article entitled "The Impact of Compensation and Career Development on Employee Performance at PT. XYZ" was created without sponsorship.

References

Andriani, M., & Widiawati, K. (2017). Penerapan Motivasi Karyawan Menurut Teori Dua Faktor Frederick Herzberg Pada PT Aristika Kreasi Mandiri. *Jurnal Administrasi Kantor*, *5*(1), 83– 98. https://ejournal-binainsani.ac.id/index.php/JAK/article/view/423.

Armstrong, M., & Taylor, S. (2013). Armstrong's handbook of human resource management practice. In *The SAGE Handbook of Human Resource Management*

(13th Editi). Kogan Page. https://doi.org/10.4135/9780857021496

Bahri, E. S., & Salsiati. (2025). The Identification of Competency-based Human Resource Development Strategy. *International Journal of Strategic Studies*, *2*(1), 1–7. https://doi.org/10.59921/icestra.v2i1.50.

Bernardin, H. J., & Russel, J. E. A. (1992). Human Resource Management: An Experiential Approach. *McGraw-Hill*, 722.

Edwan. (2025). Analysis Of Position Promotion And Job Rotation On Employee Performance. *Journal Of Resource Management, Economics And Business (REMIC)*, *4*(2), 19–34. https://doi.org/10.58468/remics.v4i2.161.

Fadila, N. E., Mulyati, M., & Sumarni, S. (2025). Analisis Peran Kompensasi Finansial dan Non Finansial dalam Meningkatkan Loyalitas Karyawan CV La Paris. *Jurnal Economic Resource*, *8*(2), 1017–1026. https://doi.org/10.57178/jer.v8i2.1623.

Handoko, T. H. (2016). *Manajemen personalia dan sumberdaya manusia*. Bpfe.

Hasibuan, M. S. P. (2009). Manajemen sumber daya manusia, Cetakan ketujuh. In *Jakarta: PT. Bumi Aksara*.

Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia*. Bumi Aksara.

Khairunnisa Khairunnisa. (2021). Peran Kompensasi Finansial Dan Kompensasi Non Finansial Dalam Meningkatkan Produktivitas Kerja Pegawai Negeri Sipil Pada Dinas Sosial Kota Banjarmasin. *Jurnal Ekonomi STIEP*, *6*(1), 32–36. https://doi.org/10.54526/jes.v6i1.46.

Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. (2006). A Conceptual Review of Human Resource Management Systems in Strategic Human Resource Management Research. *Research in Personnel and Human Resources Management*, *25*(January), 217–271. https://doi.org/10.1016/S0742-7301(06)25006-0.

Nafisah, D. D., Muhammad Izzuddin, & Mardiyah. (2024). Strategi Manajemen Sumber Daya Manusia Dalam Pengelolaan Komponen Kompensasi Untuk Meningkatkan Karyawan. *Jurnal Ilmiah Kajian Multidisipliner*, *8*(11), 2118–7302.

Ni'matussa'idah, Z. L., Kafka, C. G., Kaban, K. A. H. B., Athallah, R. A., & Winanti, A. (2025). Prefix DOI : 10.8734/CAUSA.v1i2.365. *Jurnal Hukum Dan Kewarganegaraan*, *14*(1), 2–7. https://doi.org/10.3783/causa.v2i9.2461.

Pamungkas, A., Aldin Muhammad Qadrian, Jusung, J. N., & Sihombing, S. (2025). Pengaruh Kompensasi dan Pengembangan Karir terhadap Kinerja Karyawan Melalui Motivasi Kerja. *Journal of Economics and Business UBS*, *3*(1), 1–9. https://doi.org/10.52644/joeb.v9i1.36.

Parvathi, R., & Inampudi, P. (2024). Recent Trends in Human Resource Management: A Review. *International Journal of Multidisciplinary Research*, *2*(7), 292–305. https://theacademic.in/wp-content/uploads/2024/08/27.pdf.

Putri, I. Z. A. (2024). Manajemen Sumber Daya Manusia Sebagai Langkah Strategis Pengelolaan Dalam Suatu Organisasi. *MANAJERIAL : Jurnal Inovasi Manajemen Dan Supervisi Pendidikan*, *4*(4), 188–194. https://doi.org/10.51878/manajerial.v4i4.3810.

Rambulangi et al. (2017). Penerapan Sistem Reward Dan Punishment Pegawai Di Badan Kepegawaian Pelatihan Dan Pendidikan Daerah Kabupaten Mamasa. *E-Journal UNSRAT*, *4*(49), 1–6. https://ejournal.unsrat.ac.id/v3/index.php/JAP/article/view/18436.

Rizal, M., & Handayani, F. (2021). Pengaruh Kompensasi Finansial Dan Non Finansial Terhadap Kinerja Karyawan Pt. Sahabat Prima Sukses. *Jurnal Ekobis : Ekonomi Bisnis & Manajemen*, *11*(1), 55–66. https://doi.org/10.37932/j.e.v11i1.150.

Robbins, S. P., & Judge, T. A. (2011). *Perilaku Organisasi*. Salemba Empat. Jakarta.

Rohmah, I. M., Anggraini, S. L., Suryanti, R. L., & Setianingrum, N. (2024). Evaluasi Dampak Strategi Pelatihan Dan Pengembangan SDM Dalam Meningkatkan Kinerja Dan Inovasi Organisasi. *Gudang Jurnal Multidisiplin*, *2*(10), 83–88. https://doi.org/10.59435/gjmi.v2i10.959.

Salasiah, Jamil, Ahmad Jubaidi, & Ghufron. (2023). Role of Human Resource Management in Organizations. *Journal of Economic, Religious, and Entrepreneurship (JoERE)*, *1*(2), 84–92. https://doi.org/10.60046/joere.v1i2.64.

Sella, S., & Riofita, H. (2024). Peran Manajemen Sumber Daya Manusia dalam Mencapai Tujuan Strategis Perusahaan. *Pajak Dan Manajemen Keuangan*, *1*(5), 75–82. https://doi.org/10.61132/pajamkeu.v1i5.680.

Simamora, H. (2004). *Manajemen sumber daya manusia*. Stie Ykpn.

Siska Asriyanti, Ayu Arum Febrianti, Fitri Nur Wulansari, Syahrul Mubarok, & M. Isa Anshori. (2024). Peran Strategi Manajemen Sumber Daya Manusia Dalam Meningkatkan Produktifitas Kerja Karyawan. *PPIMAN Pusat Publikasi Ilmu Manajemen*, *2*(3), 08–21. https://doi.org/10.59603/ppiman.v2i3.388.

Sudarmanto, K. (2009). Pengembangan Kompetensi SDM. In *Yogyakarta: Pustaka Pelajar*.

Sudrajat, J., Siow, H. L., & Permana, I. A. (2025). Employee Engagement in Philosophical Review: Ontology, Epistemology, and Axiology. *Journal of Multi-Disciplines Science (Icecomb)*, *3*(2), 81–86. https://doi.org/10.59921/icecomb.v3i2.72.

Sugiyono, D. (2013). *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D*. Alfabeta.

Widodo, T., & Zaenuri, A. (2025). Dampak Kompensasi terhadap Kinerja Karyawan: Perspektif Teori dan Praktik. In *Manajemen SDM* (pp. 667–695). Unnes. https://doi.org/10.15294/msdm.v1i1.385.

Wijayanti, C. A. I. A., Wolor, C. W., & Utari, E. D. (2025). Analisis Kesejahteraan Karyawan pada PT P. *Maeswara: Jurnal Riset Ilmu Manajemen Dan Kewirausahaan*, *3*(3), 43–51. https://doi.org/10.61132/maeswara.v3i3.1775.

Wisanggeni, D. H., Saputra, D. D., & Prasetio, T. (2024). Analisis Kompensasi Kerja terhadap Peningkatan Kinerja Karyawan: Kajian Literasi. *Jurnal Publikasi Ilmu Manajemen*, *3*(4), 116–131. https://doi.org/10.55606/jupiman.v3i4.4630.