

Determinants of Employee Work Motivation: Evidence from Compensation, Commitment, and Cooperation

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ABSTRACT

Human resources (HR) are a strategic asset that plays a vital role in determining organizational performance, including in government institutions such as the Sragen District Office, Sragen Regency. This study aims to analyze the influence of compensation, commitment, and cooperation on employee work motivation. A quantitative descriptive method was applied with a saturated sample of 35 employees selected from a total population of 70 employees. Data were collected through questionnaires, observations, interviews, and documentation, and analyzed through validity and reliability tests, classical assumption tests, multiple linear regression, t-tests, and the coefficient of determination. The results show that compensation has a positive and significant effect on employee work motivation, indicating that adequate salaries and financial benefits increase employees' enthusiasm and responsibility. Commitment also positively influences motivation, demonstrating that employees with strong loyalty and a sense of belonging are more motivated to achieve organizational goals. Cooperation similarly has a positive and significant effect, meaning that effective teamwork, communication, and shared responsibilities contribute to higher motivation levels. The coefficient of determination test shows that compensation, commitment, and cooperation collectively contribute 50.7% to employee work motivation, while the remaining 49.3% is influenced by other factors beyond this study, such as leadership style, job satisfaction, workload, and organizational culture. These findings emphasize the importance of strengthening compensation systems, organizational commitment, and team collaboration to enhance employee motivation and improve public service performance.

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1. INTRODUCTION

Human resources are key to an organization's survival, as they are an organizational asset that is relatively difficult for other organizations to replicate. This is due to the fickle nature of human resources, which are constantly evolving and flexibly adapting to changes in their environment. Human resource management involves the recruitment, selection, development, and utilization of human resources to achieve individual and organizational goals (Handoko, 2014 : 6).

Human resources hold a very strategic position in an organization, meaning that the human element plays a crucial role in carrying out activities to achieve goals. For this reason, the existence of human resources in an organization is very strong. Humans always play an active and dominant role in every organizational activity because they are the planners, actors, and determinants of the realization of organizational goals. A company or organization that has clear goals and is equipped

with sophisticated facilities, infrastructure, and infrastructure, but without the support of qualified human resources, will likely struggle to achieve the desired company goals. The success of an organization is influenced by the individual performance of its employees, and the results of employee performance can be seen from employee motivation to work. An organization will strive to increase the work motivation of its employees in the hope that company goals can be achieved (Aswandy & Mariyati, 2022).

Work motivation is a crucial factor in improving employee performance because it serves as the primary driver for every worker or employee to carry out their duties in accordance with applicable regulations. Motivation is the desire within a person that drives them to take action. Without employee enthusiasm and encouragement, a company tends to suffer. Improving employee work motivation plays a role in motivating them to complete each activity in accordance with company regulations (Bangun, 2012: 312).

The work motivation given by the Sragen District Office Employees, Sragen Regency, becomes an added value by giving awards to high-achieving employees, for example employees who are able to achieve targets set by the company so that employees are more motivated and can improve employee performance, thereby creating employee work enthusiasm and achieving company targets so that both parties get the best (Mathis & Jackson, 2016: 17).

A problem that is still sometimes encountered by employees at the Sragen District Office, Sragen Regency, is that employee motivation is less than optimal due to poor team performance. This can lead to decreased enthusiasm and cohesiveness among employees. Employees can work well if they have high work motivation, which can produce good work. Therefore, employee motivation can influence the overall performance of the public service organization. The following is employee performance assessment data:

Table 1. List of Performance Assessments for Sragen District Office Employees, Sragen Regency, 2024 Period

No	Performance assessment	First Quarter		Second Quarter		Third Quarter	
		Percentage %	Information	Percentage %	Information	Percentage %	Information
1	Target Achievement	90	Good	85	Good	80	Good
2	Work Quality	87	Good	82	Good	75	Enough
3	Work Speed	80	Good	80	Good	78	Good
4	Time Efficiency	80	Good	75	Enough	75	Enough
5	Energy Efficiency	75	Enough	75	Enough	75	Enough
6	Work Motivation	80	Good	75	Enough	70	Less
Total		492		477		458	
Average		82%	Good	79%	Good	76%	Enough

Source: Head of Staff of the Sragen District Office, Sragen Regency 2023

Based on the table above, it can be seen that there is a decrease in work motivation of the employees of the Sragen District Office, Sragen Regency. The criteria for assessing employee performance are 0-50 (Poor), 51-64 (Poor), 65-75 (Sufficient), 76-90 (Good), 91-100 (Very Good). Based on observations, the work motivation of the employees of the Sragen District Office, Sragen Regency has not been fully maximized. Thus, work motivation is important for the organization or company as well as for the employees themselves. Therefore, employee work motivation will run effectively if supported by several factors including Compensation, Commitment and Cooperation between employees at the Sragen District Office, Sragen Regency.

According Febrian & Jacobus (2022) stated that work motivation is necessary because it can realize the creation of work goals. The existing phenomenon of employees still experiencing a decrease in work motivation or low work motivation can be shown by employee lateness which is a decrease in work discipline, a reflection of an employee's low work motivation with their work, the level of employee lateness can be seen in the following table:

Table 2. 2024 Attendance Recapitulation

Month	Number of Employees	Late	Percentage %
January 2024	70	12	12,77%
February 2024	70	7	7,45%
March 2024	70	5	5,32%
April 2024	70	9	9,57%
May 2024	70	8	8,51%
June 2024	70	2	2,13%
July 2024	70	19	20,21%
August 2024	70	5	5,32%
September 2024	70	8	8,51%
October 2024	70	8	8,51%
November 2024	70	4	4,26%
December 2024	70	7	7,45%
	94		100,00%

Source: Head of Staff of the Sragen District Office, Sragen Regency

Based on the results of the recapitulation of employee delays from January 2024 to December 2024, it was found that there were employees who were late per month which continued to increase due to a lack of work motivation which could affect work discipline.

According to Merdekawati & Majid (2019) Work motivation is the force that drives someone to carry out an activity to achieve the desired goal. According to Lynch (2013) Work motivation is a process that produces individual intensity, direction and persistence in an effort to achieve a goal. Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals (Novitasari & Rivai, 2020). According to Hasibuan in Febriyanti et al (2020) Work motivation is the provision of driving force that creates enthusiasm for work in a person so that they are willing to work together, work effectively and integrate with all efforts to achieve increased employee work motivation.

Work motivation can be influenced by compensation factors, where compensation as a form of remuneration given to employees which can be financial such as adequate salary, allowances, incentives and bonuses or non-financial such as providing adequate work facilities, awards/praise, and job promotions can also have a positive impact on work discipline. Compensation can also be a form of appreciation for employees for the tasks and responsibilities that employees have carried out to the company so that employees feel more loyal to the company, so that companies that provide adequate compensation for employees are expected to be able to increase employee work motivation. The phenomenon that occurs is that the compensation given by the Sragen District Office, Sragen Regency to employees is only in the form of salary without incentives and bonuses. The results of research conducted by Khair, 2019 which explains that compensation has a significant effect on work motivation (Khair, 2019).

Commitment at work is a state in which an employee or staff member sides with a particular organization and its goals and desires to maintain membership in that organization. Commitment is a form of drive within a person to do something to make the organization more successful and achieve its goals and objectives, where managers will set aside their personal interests and prioritize the interests of the organization. This will certainly have an impact on increasing employee work motivation in an organization. Commitment can also strengthen and weaken a person's motivation at work X2 (Arifin & Darmawan, 2021).

According to Saputra & Setiadi, teamwork is a crucial requirement within a company to achieve success. Teamwork is the most effective way to unite all employees to carry out their duties and achieve good company results in the future. Without cooperation between employees, work results will certainly not be optimal, especially in the field of community service, where teamwork is essential within employees. Where the work involves systems and working together to build

cohesiveness and interrelated work results, teamwork should be one of the keys to keeping employees motivated at work and being able to impact good and smooth work results (Saputra & Setiadi, 2023).

Previous research was conducted by Zamilah (2018), Hanafi & Yohana (2017) the results of the study showed that compensation had a significant effect on work motivation, while the research conducted Hiondarjo & Utami (2019) compensation does not have a significant effect on work motivation (Hiondarjo & Utami, 2019).

Research that links commitment with work motivation includes: Apriwandi (2019), Dame et al (2021), Syukriadi et al (2019), Shariyani et al (2022) The results of his research showed that commitment significantly influences employee work motivation. On the other hand, Sinaga's research yielded different results, stating that commitment has no effect on employee work motivation (Sinaga et al., 2021).

Regarding teamwork in motivating work, there has also been previous research conducted by Parmin (2025) This study shows that teamwork can influence work motivation. On the other hand, research shows the opposite, that teamwork has no significant effect on work motivation (Pratama et al., 2022). The occurrence of gaps and differences in views from previous research and the existence of phenomena in the field is what then became the focus of researchers to conduct research.

The purpose of this study is to determine the effect of compensation, commitment, and cooperation on employee work motivation at the Sragen District Office, Sragen Regency, so that this study is expected to be able to answer problems related to factors that influence employee work motivation in this environment.

2. RESEARCH METHOD

This research method uses a descriptive quantitative approach implemented at the Sragen District Office, Sragen Regency, located at Jl. Jend. Sudirman, Dusun I, Karang Tengah, Sragen District, Central Java. This study aims to describe, explain, and test the effect of compensation, commitment, and cooperation on employee work motivation. The variables used consist of independent variables, namely compensation (X1), commitment (X2), and cooperation (X3), and the dependent variable, namely employee work motivation (Y). The operational definition of each variable is determined based on theoretical indicators from experts, such as compensation measured through indicators of wages, promotion opportunities, and supervision; commitment measured through individual effort, pride, willingness to accept tasks, similarity of values, and job satisfaction; and cooperation measured through responsibility, contribution, and optimization of abilities. The data used consist of primary data obtained through questionnaires, observations, interviews, and secondary data derived from employee documents and organizational structures. The study population amounted to 70 employees, while the sample was taken as many as 35 employees using saturated sampling techniques. Data collection was conducted through a questionnaire with a Likert scale, direct observation, preliminary interviews, documentation, and literature studies. The research instrument was tested using a validity test with Pearson Product Moment correlation and a reliability test using Cronbach's Alpha through SPSS version 25. Data analysis included descriptive analysis, classical assumption tests that included normality, multicollinearity, and heteroscedasticity tests, and multiple linear regression analysis, Hypothesis testing was carried out through a t-test to determine the effect of each independent variable partially, an F-test to determine the effect of independent variables simultaneously on the dependent variable, and a coefficient of determination (R^2) test to see how much the independent variables were able to explain the dependent variable.

3. RESULTS AND DISCUSSIONS

Clasical Assumption Test

Normality Test

Table 3. Normality Test Results

Kolmogorov-Smirnov	Asymp.Sig (2-tailed)	Limit	Information
0,082	0,2	0,05	Normal Data

Based on the results of the Kolmogorov-Smirnov normality test, which shows a significance value of $0.200 > 0.05$, it can be concluded that the residual data is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Colinearity Statistic		Information
	Tolerance	VIF	
Compensation	0,621	1,61	Multicollinearity does not occur
Commitment	0,694	1,44	Multicollinearity does not occur
Cooperation	0,732	1,366	Multicollinearity does not occur

The results of the multicollinearity test show that all independent variables meet the required criteria. The Compensation variable has a tolerance value of 0.621, which is greater than 0.1, and a VIF value of 1.610, which is less than 10, indicating that it does not experience multicollinearity. The Commitment variable also meets the criteria, with a tolerance value of 0.694 and a VIF value of 1.440, demonstrating that no multicollinearity is present. Similarly, the Cooperation variable shows a tolerance value of 0.732 and a VIF value of 1.366, both within the acceptable limits. These results confirm that all variables in the regression model are free from multicollinearity, allowing the model to be used reliably for further analysis.

Heteroskedasticity Test

Table 5. Heteroskedasticity Test Results

Variable	Sig. P (Value)	Information
Compensation	0,284	No Heteroskedasticity occur
Commitment	0,421	No Heteroskedasticity occur
Cooperation	0,638	No Heteroskedasticity occur

Based on the results of the heteroscedasticity test, there is no indication of heteroscedasticity in the three variables examined, namely Compensation, Commitment, and Cooperation. Each variable has a P-value greater than 0.05, which indicates that heteroscedasticity is not present in the regression model. The Compensation variable shows a P-value of 0.284, demonstrating the absence of heteroscedasticity. Likewise, the Commitment variable has a P-value of 0.421, which also indicates that no heteroscedasticity occurs. The Cooperation variable shows a P-value of 0.638, further confirming that the model fulfills the assumptions required for regression analysis.

Multiple Linear Regression Test

Table 6. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients	
	B	Std. Error
(Constant)	8,214	2,693
Compensation	0,327	0,117
Commitment	0,291	0,124
Cooperation	0,258	0,109

A relationship between the dependent variable and the three independent variables, namely Compensation, Commitment, and Cooperation, is shown by the multiple linear regression equation above. The following formulation can be derived from the regression results:

$$Y = 8.214 + 0.327X_1 + 0.291X_2 + 0.258X_3 + e$$

The equation for multiple linear regression can be interpreted as follows:

- The constant value (α) is 8.214, which indicates that the Employee Work Motivation variable is at a value of 8.214 if the independent variables Compensation, Commitment, and Cooperation are assumed to be 0 (zero). This means that even without the influence of the three predictors, employee work motivation still has a baseline value of 8.214.
- The coefficient of the Compensation variable (X_1) is 0.327, derived from the multiple regression coefficient results. This indicates that an increase in the Compensation variable will increase

Employee Work Motivation by 0.327 units, assuming Commitment and Cooperation remain constant at 0 (zero). Thus, the Compensation variable has a positive influence on employee work motivation at the Sragen District Office, Sragen Regency.

- c. The coefficient of the Commitment variable (X_2) is 0.291, which shows that adding the Commitment variable will increase Employee Work Motivation by 0.291 units if the other variables Compensation and Cooperation are constant at 0 (zero). Therefore, Commitment is positively correlated with employee work motivation at the Sragen District Office, Sragen Regency.
- d. The coefficient of the Cooperation variable (X_3), obtained from the regression calculations, is 0.258. This demonstrates that adding the Cooperation variable will increase Employee Work Motivation by 0.258 units, assuming the variables Compensation and Commitment are constant at 0 (zero). This indicates that Cooperation has a favorable influence on employee work motivation at the Sragen District Office, Sragen Regency.
- e. The results of the multiple linear regression analysis show that the Compensation variable has the greatest influence on Employee Work Motivation, evidenced by its regression coefficient of 0.327, which is the highest among the three independent variables. This suggests that improvements in the compensation system contribute most significantly to enhancing employee work motivation.

t- Test

Table 7. t-Test Results

Variable	tcount	Ttable	Sig.
Compensation	4,112	1,997	0
Commitment	3,568	1,997	0,001
Cooperation	3,047	1,997	0,004

The interpretation of the t-test yields the following results:

- a. The calculation results show that $tcount > ttable$ ($4,112 > 1,997$) with a significance value of $0.000 < 0.05$, therefore H_0 is rejected. It can be concluded that the Compensation variable has a positive and significant effect on Employee Work Motivation at the Sragen District Office, Sragen Regency.
- b. The calculation results show that $tcount > ttable$ ($3,568 > 1,997$) with a significance value of $0.001 < 0.05$, therefore H_0 is rejected. This indicates that the Commitment variable has a positive and significant effect on Employee Work Motivation at the Sragen District Office, Sragen Regency.
- c. The calculation results show that $tcount > ttable$ ($3,047 > 1,997$) with a significance value of $0.004 < 0.05$, therefore H_0 is rejected. This means that the Cooperation variable has a favorable and significant effect on Employee Work Motivation at the Sragen District Office, Sragen Regency.

Coefficient of Determination

Table 8. Coefficient of Determination

R	R Square	Adjusted R Square
0,712 ^a	0,507	0,476

The Adjusted R Square score is 0.476 according to the coefficient of determination (R^2) test results in the table above. The R Square coefficient of determination is 0.507, or equal to 50.7% in magnitude. This figure indicates that the Employee Work Motivation variable can be explained by the variables Compensation, Commitment, and Cooperation by 50.7%. The remaining 49.3% (100% – 50.7%) is influenced by other factors not included in this study, such as leadership style, work environment, job satisfaction, organizational culture, workload, and other external or internal organizational variables.

Discussion

The Influence of Compensation on Employee Work Motivation at the Sragen District Office, Sragen Regency

Based on research that has been conducted on employees of the Sragen District Office, Sragen Regency, the H1 test results using SPSS statistical software show that H_0 is rejected and H_a is accepted, since the Compensation variable (X_1) obtained a t-count value of $4.112 > t\text{-table } 1.997$ with a significance value of $0.000 < 0.05$. These findings support the hypothesis that H1, which states that the Compensation variable (X_1) has a favorable and significant impact on Employee Work Motivation, is accepted. Thus, the study's first hypothesis, "Compensation has a positive and significant effect on Employee Work Motivation," is supported by the data.

Compensation serves as one of the most influential factors in increasing employees' motivation to work. Adequate compensation whether in the form of salaries, incentives, allowances, or additional financial rewards provides a sense of fairness and appreciation for employees' contributions. When employees feel that the compensation they receive aligns with their responsibilities, workload, and performance, they tend to demonstrate higher enthusiasm, responsibility, and dedication in completing their tasks. At the Sragen District Office, compensation plays a vital role in supporting daily administrative and public service activities. Competitive and fair compensation encourages employees to work more effectively, meet service standards, and maintain consistent motivation. Therefore, improving compensation systems becomes an important foundation for enhancing employee work motivation and overall organizational performance.

The Influence of Commitment on Employee Work Motivation at the Sragen District Office, Sragen Regency

Based on research that has been conducted on employees of the Sragen District Office, Sragen Regency, the H2 test results using SPSS statistical software show that H_0 is rejected and H_a is accepted, since the Commitment variable (X_2) obtained a t-count value of $3.568 > t\text{-table } 1.997$ with a significance value of $0.001 < 0.05$. These findings support the hypothesis that H2, which states that the Commitment variable (X_2) has a favorable and significant impact on Employee Work Motivation, is accepted. Thus, the study's second hypothesis, "Commitment has a positive and significant effect on Employee Work Motivation," is supported by the data.

Employee commitment reflects the level of attachment, loyalty, and responsibility that employees feel toward their workplace and organizational goals. High organizational commitment encourages employees to work diligently, maintain discipline, and contribute optimally to achieving organizational targets. Employees who are committed tend to show stronger emotional bonds, greater willingness to stay, and higher motivation to perform well. At the Sragen District Office, a strong sense of commitment among employees supports the smooth execution of administrative duties and public service activities. When employees believe in the institution's vision and feel valued as part of the organization, their motivation to perform increases. Therefore, strengthening commitment through recognition, involvement in decision-making, and supportive workplace relationships plays an essential role in improving employee work motivation.

The Influence of Cooperation on Employee Work Motivation at the Sragen District Office, Sragen Regency

Based on research that has been conducted on employees of the Sragen District Office, Sragen Regency, the H3 test results using SPSS statistical software show that H_0 is rejected and H_a is accepted, since the Cooperation variable (X_3) obtained a t-count value of $3.047 > t\text{-table } 1.997$ with a significance value of $0.004 < 0.05$. These findings support the hypothesis that H3, which states that the Cooperation variable (X_3) has a favorable and significant impact on Employee Work Motivation, is accepted. Thus, the study's third hypothesis, "Cooperation has a positive and significant effect on Employee Work Motivation," is supported by the data.

Cooperation reflects the ability of employees to work together effectively, share responsibilities, and coordinate tasks to achieve common organizational goals. Strong teamwork fosters a supportive work atmosphere, reduces workload pressure, and enhances communication among employees. When employees collaborate well, they can solve problems more efficiently,

maintain smooth workflows, and provide better public services. At the Sragen District Office, cooperative relationships among staff members are essential for ensuring that administrative activities and public service processes operate effectively. Effective cooperation not only minimizes misunderstandings and errors but also increases employees' enthusiasm and motivation to perform their duties. Therefore, improving cooperation through communication-building, team-based tasks, and supportive leadership becomes an important foundation for enhancing employee work motivation.

4. CONCLUSION

The following conclusions can be reached in light of the findings of the study and the analysis that has been conducted:

1. Employee Work Motivation at the Sragen District Office increases when Compensation is improved, and this effect is positive and significant. Adequate salaries, incentives, and fair financial benefits contribute meaningfully to enhanced employee motivation, as employees feel valued and fairly rewarded for their work.
2. Employee Work Motivation is positively and significantly influenced by Commitment. Higher levels of employee loyalty, responsibility, and emotional attachment to the organization support stronger motivation to complete tasks effectively and maintain consistent work performance.
3. Employee Work Motivation improves when Cooperation among employees is strong, and the effect is positive and significant. Effective teamwork, good communication, mutual support, and coordinated task execution contribute to higher motivation and smoother workflow within the Sragen District Office.
4. The coefficient of determination (R^2) test results show a value of 0.507, which indicates that the independent variables Compensation, Commitment, and Cooperation have a 50.7% influence on the Employee Work Motivation variable. The remaining 49.3% is influenced by other variables not included in this study, such as leadership style, job satisfaction, workload, organizational culture, work environment, and other internal or external factors.

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