

# Employee Performance and Communication on Perspective: Work Motivation and Compensation in Green Industry

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## Abstract

Both simultaneously and partially, this study aimed to analyze the effect of work motivation and compensation on employee performance at Supermarket XYZ in Bandung City. For this research, a combination of descriptive and verification methods was employed. The focus of the study was on the employees of Supermarket XYZ in Bandung City, with a sample size consisting of 44 individuals. In order to analyze the data, a path analysis design approach was utilized. After thoroughly examining the research findings, it has come to light that the work motivation levels at the esteemed Supermarket XYZ in Bandung City were commendable. Not only that, but the compensation provided to employees working at this establishment was also perceived as satisfactory. Moreover, it was observed that the overall performance of these diligent individuals was considered admirable. However, it is worth noting that there is room for improvement when it comes to their ability to achieve sales targets. Interestingly, when assessing the relationship between work motivation (X1), compensation (X2), and employee performance (Y), it was discovered that both work motivation and compensation have a significant influence on employee performance, both independently and collectively. In Bandung City, the performance of XYZ Supermarket employees is affected by partially dominant compensation. This research reveals that the combined influence of two independent variables, namely Work Motivation (X1) and Compensation (X2), determines Employee Performance.

**Keywords:** Work Motivation, Compensation, Employee Performance, Green Industry.

In this modern era of business, it has become imperative for companies to possess capable individuals within their ranks. These individuals, known as human resources, hold a significant position within the company as they actively contribute to its operations and serve as the catalyst for other resources. Undoubtedly, human resources are a highly valuable asset for any company, given that their skills and abilities are instrumental in achieving the company's

objectives. Consequently, it is essential to effectively manage these human resources in order to maximize their performance.

The success of a company is not only determined by the performance of its employees, but it also plays a significant role in shaping the company's destiny. Therefore, it becomes imperative for a company to invest its efforts in enhancing the performance of its employees in order to attain the desired objectives. Employee

performance is a reflection of their work and accomplishments, which can be evaluated based on both quality and quantity, as per the standards set by the company. A commendable performance should ideally meet these standards and actively contribute to the accomplishment of company goals.

Companies, in their essence, aim to attain profits and ensure their existence for the foreseeable future. To accomplish this objective, companies engage in various operations employing different production elements such as nature, capital, skills, technology, workforce capabilities, and more. Among these factors, labor holds significant importance as even with flawless technology, a company cannot function optimally without access to high-quality natural resources.

In the present scenario, the intense level of rivalry calls for every company to effectively handle their available resources, specifically the workforce. In this competitive environment, organizations seek individuals with exceptional aptitude to ensure that employees can contribute towards attaining remarkable outcomes and surpassing set objectives.

Motivation is a crucial factor for employees, as it enhances their sense of satisfaction and boosts their level of activity at work. According to Anjeli et al., (2024), motivation serves as a driving force that ignites enthusiasm within individuals, compelling them to collaborate effectively and exert their utmost efforts. Thus, motivation stands as one of the most effective tools for enhancing employee performance. In addition to motivation, companies can also enhance employee performance by offering compensation as a form of reward.

In the realm of employment, compensation refers to the entirety of monetary and non-monetary rewards bestowed upon employees by their respective companies as a token of appreciation for the services rendered. Scholars such as Afandi (2021) assert that compensation includes both tangible forms like money and intangible forms like goods, which are directly or

indirectly provided to the employees. On the other hand, Kadarisman (2014) defines compensation as the recompense an employee receives in exchange for their labor. Hence, it can be deduced that compensation encompasses all offerings extended by the company to its employees, serving as a form of remuneration or acknowledgement for their contributions towards the progress and success of the company. These offerings may take shape in the form of pecuniary assets or facilities endowed by the company to its dedicated workforce.

In order to ensure employee satisfaction and retention, companies must establish a solid and equitable foundation for compensation. If employees perceive their compensation as unjust, it can lead to feelings of disappointment and ultimately drive away valuable personnel. Consequently, companies strive to design compensation programs that not only demonstrate appreciation towards potential hires, but also cultivate a desire to remain loyal to the organization.

Companies should strive to foster motivation among their employees and ensure that they are fairly compensated in order to enhance their performance. As Hasan, (2023) suggests, an increase in motivation and compensation can lead to an improvement in employee performance. Therefore, enhancing compensation will undoubtedly have a positive effect on employee performance. On the contrary, if a company fails to provide sufficient or satisfactory compensation to its employees, it will result in a decline in their performance.

Based on the Presidential Regulation of the Republic of Indonesia No. 112 of 2017, which deals with the Organization and Advancement of Traditional Markets, Shopping Centers, and Modern Stores, it can be understood that supermarkets encompass a significantly broader range compared to minimarkets. This is due to the fact that within a supermarket setting, business professionals are given the opportunity to offer an extensive collection of merchandise,

ranging from a minimum of 5,000 to an impressive 25,000 items.

After interviewing the Head of Office Staff, it has been revealed that the XYZ Bandung City Supermarket is presently open every day from Monday to Sunday. On weekdays, it remains operational until 22.30 WIB, while on weekends, specifically Saturday and Sunday, it extends its opening hours until 23.00 WIB.

After conducting interviews with the Head of Staff at XYZ Supermarket, it has been revealed that the performance of the employees is lacking. It is evident from their slow and sluggish service towards shoppers and their unfriendly attitude towards consumers.

7 out of the 10 Al-Baik Supermarket shoppers interviewed revealed their dissatisfaction with XYZ Supermarket employees' service during shopping, according to the interviews conducted.

The performance of Supermarket XYZ's employees in Bandung City is beset with a number of issues that need to be addressed. These issues encompass various areas, including the quality of work produced by employees, which often falls short of the company's targets. Furthermore, some employees struggle to achieve the desired sales figures set by the company, while others face challenges in completing their tasks within stipulated deadlines. Additionally, there are individuals within the workforce who seem to lack the necessary effectiveness in carrying out their duties. The presence of these five distinct problems serves as evidence that there are underlying issues affecting employee performance that require attention.

There could be numerous reasons behind the underwhelming performance of employees at XYZ Supermarket in Bandung City. To shed some light on this issue, a pre-survey was carried out among 44 employees of Supermarket XYZ in Bandung City, which aimed to identify the factors that contribute to employee performance. Here are the findings from the survey:

Out of the 44 employees who participated in the survey, each one was asked to choose two factors that they believed required more attention to enhance employee performance at XYZ Supermarket. The reason for limiting the choices to only two factors was to focus solely on those that had the greatest impact on employee performance. According to the results of the pre-survey, it is evident that work motivation is the highest influencing factor, accounting for 36.3%. Following closely behind is work compensation, with a percentage of 31.8%. On the other hand, work stress emerged as the least significant factor contributing to the performance of employees at Supermarket XYZ in Bandung City, with a mere 2.3% rating.

The compensation received between employees of Supermarket varies depending on the position and length of work, based on interviews with 10 employees.

The esteemed Head of Staff at the XYZ Supermarket Office elucidated that the hardworking employees are duly compensated in accordance with the collective agreement outlined in their work agreement. The remuneration scale ranges from a minimum salary of IDR 2,500,000 to a maximum salary of IDR 5,000,000. Additionally, it is customary for the diligent employees to receive supplementary income in the form of bonuses or allowances, which vary from IDR 100,000 to IDR 500,000 and are disbursed on a monthly basis. In addition to their regular income and benefits, employees do not receive any other forms of compensation. There are no incentives based on sales productivity, profits or awards for employees, nor any holiday facilities provided. It is worth noting that the XYZ Supermarket company in Bandung City has yet to introduce a maximum compensation scheme for its employees. Furthermore, the head of the office staff mentioned that the hours and workload assigned to employees do not match their efforts. As a result, employees feel undervalued by their superiors. The lack of attention given to

employee compensation also leads to a decline in their overall performance.

One of the reasons why employees at XYZ Supermarket do not perform well is because they lack motivation. It is important for leaders in the organization to understand the significance of maintaining and enhancing employee performance by implementing suitable techniques to motivate them.

From my conversation with the Head of Staff at XYZ Supermarket Office about their strategies to inspire and motivate employees, it seems that they primarily rely on outreach programs, seminars, and training sessions conducted in Bandung City. These events aim to engage entrepreneurs, guest lecturers, and HR experts who can offer valuable insights to boost employee morale. Unfortunately, due to various constraints such as busy schedules and time limitations, these motivational activities occur infrequently, sometimes only once a month or even less frequently. Consequently, the desired level of motivation among employees is not consistently achieved.

Employees' less friendly attitudes towards consumers make consumers lazy to shop at Al-Baik Supermarket and move to other supermarkets, according to interviews with the Head of Staff of Office Supermarket. This is because employees who are not quick enough to serve consumers when shopping.

According to a previous study titled "The Influence of Work Motivation and Compensation on Performance at the Pasirsari Village Office, South Cikarang District, Bekasi Regency" conducted by Gunawan et al. in 2015, it was found that both work motivation and compensation have a combined impact on employee performance. Similarly, another research conducted by Heriyanto and Agustinus in 2020, under the title "The Influence of Compensation and Motivation on PT Indoraya Internasional Employee Performance," also concluded that both compensation and work motivation play a significant role in determining

the performance of employees at PT Indoraya Internasional.

Motivation at work holds great significance when it comes to enhancing employee performance within the workplace. For employees, being motivated plays a crucial role in attaining commendable results, as it directly correlates to their level of achievement. The impact of motivation cannot be understated, as it acts as a driving force that directs human behavior towards accomplishing optimal outcomes. Furthermore, motivation gains even more prominence when managers entrust their tasks to subordinates, aiming for seamless collaboration that leads towards desired objectives. Motivation at work goes beyond mere material rewards. It can also stem from emotional fulfillment, like finding joy in the tasks we perform or being driven by a sense of responsibility towards our loved ones. When an employee approaches their work with fervor, their performance tends to excel. Conversely, a lack of motivation can have a detrimental effect on employee output. However, when employees are provided with ample motivation, their performance tends to soar. A recent study conducted by Hadi Priyanto (2022) reveals a robust and highly significant positive correlation between motivation and employee performance.

Companies have discovered a means to enhance the performance of their employees, and that is through the provision of compensation. When a company ensures that its employees are fairly and competitively compensated, it becomes effortless for them to attract talented individuals who can contribute to their success. Moreover, this approach aids in retaining these talented individuals and serves as a source of motivation for them, ultimately leading to improved employee performance. The act of providing compensation is akin to assisting employees in achieving prosperity and creating an environment where they feel at ease while carrying out their assigned tasks (Anggrane, 2020). If the company solely focuses on its own desires, disregarding the wishes of its

employees, it will inevitably give rise to a sense of discontentment among the workforce. As a result, employee performance is bound to deteriorate, hindering the accomplishment of the company's objectives. Therefore, it becomes imperative for companies to offer appropriate remuneration as a form of recompense for their employees' diligent efforts.

Motivation, as stated by Widodo (2017), is an internal force that propels individuals to act. It serves as a guide for subordinates, enabling them to collaborate effectively and accomplish predetermined objectives. When employees are highly motivated, they are more inclined to carry out their duties with utmost dedication. This heightened motivation has been linked to increased performance among employees. To show appreciation for their efforts, companies must provide proper compensation. Such gestures make employees feel valued for their hard work. When employees are imbued with a strong sense of motivation and receive the rightful compensation they deserve, they will undoubtedly carry out their tasks with utmost efficiency and precision. The provision of suitable remuneration not only serves as a catalyst for employee enthusiasm, but also serves to propel them towards achieving maximum productivity in their professional endeavors.

After carefully considering the explanation provided, we can confidently assert that work motivation and compensation hold great significance in enhancing employee performance. It is imperative for companies to provide effective work incentives and equitable remuneration to ensure optimal performance from their workforce, ultimately steering them towards attaining organizational objectives.

## Methods

In this research, we utilized the descriptive and verification methods. As stated by Bachri et al., (2024), the descriptive method is employed to portray the state or worth of one or multiple variables independently. The purpose of this method is to address the problem at hand, which

is to understand the levels of work motivation, compensation, and employee performance at XYZ Supermarket in Bandung City. On the other hand, Bachri et al., (2024) defines the verification method as an approach aimed at examining a predetermined hypothesis through research conducted on a specific population or sample.

In this research, the author employs path analysis as a method to unravel the intricacies of cause and effect relationships. The purpose behind this analytical approach is to shed light on the direct and indirect impact that exogenous variables have on endogenous variables. Specifically, the author endeavors to delve into the influence exerted by work motivation and compensation on employee performance at XYZ Supermarket in Bandung City. As per Sugiyono's study (2019), path analysis is a component of the regression model that allows us to examine the intricate connection between different variables. Through the utilization of correlation, regression, and paths, path analysis offers a comprehensive understanding of how one variable influences another. By employing these techniques, researchers are able to identify the role of intervening variables in the causal relationship between two variables.

## Data Collection Techniques

In this study, the population refers to a broad category that includes objects or subjects with specific qualities and characteristics. Researchers select these individuals to study and draw conclusions. Similarly, in this research, the population consists of all the characteristics related to work motivation, compensation, and employee performance at Al-Baik Supermarket in Tanjungpinang City. The entire population being considered encompasses all 44 employees of Al-Baik Supermarket in Tanjungpinang City. Detailed data regarding these employees is provided below:

Table 1. XYZ Supermarket Employee Data, Bandung City

No	Employee Position	Total (People)
1.	Controller	2
2.	Head of Staf Office	1
3.	Finance Staff	1
4.	Supervisory	2
5.	Buyer / Barcode Staff	5
6.	Head of Security & Security	3
7.	Heand of Warehouse Receiving and Storage	2
8.	Warehouse Admin	3
9.	Driver	1
10.	Daily Packer	1
11.	Food Section	4
12.	Fresh Product	2
13.	Drugs and Cosmetics	2
14.	Drinks	2
15.	Toileters	2
16.	Second upstairs	2
17.	Cashier	7
18.	Packing Cashier	2
<b>Total</b>		<b>44</b>

2023 Employee XYZ Supermarket Data was the source for this information.

Based on the research conducted by Khanjani et al., (2023), Anggraeni et al. (2021), Anggraeni and Winarningsih (2021), Guruh et al. (2023), and Tahir et al. (2023), it is stated that a sample represents certain characteristics of a population. In cases where the population is extensive and the researcher is unable to analyze every aspect due to constraints such as limited resources, energy, and time, samples can be utilized to draw conclusions that are applicable to the entire population.

## Result

I conducted correlation calculations using the Pearson Product Moment correlation analysis to ascertain the strength of the relationship between various independent variables. The correlation coefficient was computed using the Statistical Package for the Social Sciences (SPSS), and the outcome is presented in the table below.

After analyzing the correlation results among the variables mentioned earlier, it becomes apparent that there exists a favorable connection and impact between the independent variables. The subsequent information depicts the correlation among these independent variables, presented in Figure 1 below.

In this research, we focused on the employees of the Al-Baik Supermarket located in Tanjungpinang City. The total population consisted of 44 individuals who were chosen as our sample group. As explained by Sugiyono (2019), saturated sampling refers to a method where every member of the population is included in the sample. Therefore, for this study, we employed a saturated sampling technique by surveying the entire population.

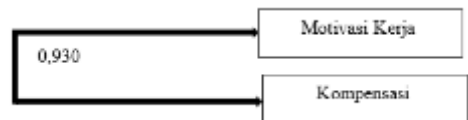


Figure 1. Relationship between work motivation variables and compensation

To interpret the figures obtained from the table above, the following criteria are used:

Table 2. Interpretation Criteria for the Level of Relationship Between Interval Variables

Interval	Explanation
0,00 – 0,199	Very Low
0,20 – 0,399	Low
0,40 – 0,599	Moderate
0,60 – 0,799	Strong
0,80 – 1,000	Very Strong

Table 3. Correlation Coefficient

Correlations		MotivasiKerja	Kompensasi	KinerjaPelayanan
MotivasiKerja	Pearson Correlation	1	.930 <sup>**</sup>	.875 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	44	44	44
Kompensasi	Pearson Correlation	.930 <sup>**</sup>	1	.921 <sup>**</sup>
	Sig. (2-tailed)	.000		.000
	N	44	44	44
KinerjaPelayanan	Pearson Correlation	.875 <sup>**</sup>	.921 <sup>**</sup>	1
	Sig. (2-tailed)	.000	.000	
	N	44	44	44

\*\*. Correlation is significant at the 0.01 level (2-tailed).

Based on the data provided in the table, we can observe a strong and positive correlation between Work Motivation (X1) and Compensation (X2), with a correlation coefficient of 0.930. This indicates that there is a significant and unidirectional relationship between the two variables. To further support this interpretation, we refer to the *r* values interpretation table for correlations. Moreover, it is worth noting that the significance level of 0.000 is smaller than 0.01, which signifies that the correlation between X1 and X2 is statistically significant. In simpler terms, an increase in Work Motivation by one unit corresponds to a 0.930 increase in Compensation.

Compensation (X2) and Work Motivation (X1) are used to determine the percentage influence on Employee Performance (Y), as calculated by the coefficient of determination.

Table 4. Determination Coefficient  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 <sup>a</sup>	.850	.843	1.58312

a. Predictors: (Constant), Kompensasi, MotivasiKerja

Determination Coefficient :

$$Kd = r^2 \times 100\%$$

$$Kd = 0,9222 \times 100\%$$

$$Kd = 0,850 \times 100\%$$

$$Kd = 85\%$$

The total influence of all independent variables, namely Work Motivation and Compensation on Employee Performance, is expressed as a result of calculating the coefficient of determination (*R squared*) in percentage, which is 0.850 or 85%. Additionally, factors that were not examined and also influence employee performance, such as leadership, work culture, work stress, work environment, work training, or other variables not studied contribute an amount of epsilon equal to 0.150 or 15%, known as  $\text{Py}\epsilon$ . The path

coefficient is obtained as explained in the table below, based on calculations using the SPSS program.

Table 5. Path Coefficient  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.865	2.075		.475	.638
Motivasi Kerja	.105	.128	.134	.815	.442
Kompensasi	.806	.197	.796	4.045	.000

a. Dependent Variable: Kinerja Karyawan

By examining table 5, one can easily observe that the significance value of the Work Motivation variable (X1) stands at 0.042, which is less than the threshold of 0.05. From this, we can draw the conclusion that the motivation variable does indeed have an impact on the Employee Performance variable (Y). On the other hand, when it comes to the Compensation variable (X2), its significance value is recorded as 0.000, also lower than 0.05. Hence, we can deduce that the Compensation variable does influence the Employee Performance variable (Y).

According to the table provided, let's take a look at the results of the path calculation. It seems that variable X1 has a path coefficient of 0.134, while variable X2 has a path coefficient of 0.796. Now, if we examine the image below, we can gain some insights into how Work Motivation, Compensation, and Employee Performance are interconnected and what these path analysis results imply.

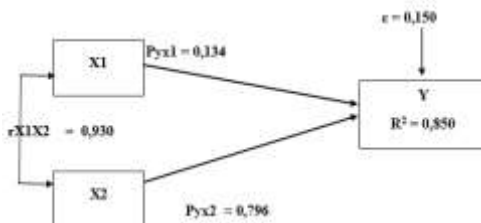


Figure 2. Effect of Work Motivation and Compensation on Employee Performance

Table 6. Path Test

Variable	Path Coefficient
Work Motivation (X1)	0,134
Compensation (X2)	0,796

According to the information presented in table 6, which showcases the outcomes of the path calculation, we can observe that variable X1 possesses a path coefficient of 0.134, whereas variable X2 exhibits a path coefficient of 0.796.

This relationship is further demonstrated by the following path equation:

$$Y = 0.134X1 + 0.796X2 + \varepsilon$$

Where :

Y = Employee Performance

X1 = Work Motivation

X2 = Compensation

The magnitude of the influence of each independent variable on the dependent variable, both directly and indirectly

Table 7. Direct and Indirect Effects of Independent Variables on Dependent Variables

Variabel	Pengaruh Langsung	Pengaruh Tidak Langsung			Total Pengaruh
		X1	X2	Total	
Motivasi	0,017		0,099	0,099	0,116
Kompensasi	0,633	0,099		0,099	0,732
Total Pengaruh X1 dan X2 Terhadap Y					<b>0,848</b>

After analyzing the data in Table 7, it becomes apparent that the Work Motivation variable (X1) has a direct influence of 0.017 or 1.7% on the Performance variable (Y). Additionally, there is an indirect influence of the Motivation variable (X1) on the Performance variable (Y) which is mediated by the Compensation variable (X2) and amounts to 0.099 or 9.9%. Therefore, the overall influence of the Motivation variable (X1) is calculated to be 0.116 or 11.6%. On the other hand, the Compensation variable (X2) has a direct influence of 0.633 or 63.3% on the Performance variable (Y). Furthermore, there is an indirect influence of the Compensation variable (X2) on the Performance variable (Y), which is facilitated by the Motivation variable (X1), and equals 0.099 or 9.9%. As a result, the total influence of the Compensation variable (X2) amounts to 0.732 or 73.2%.

Looking at the table, we can observe that the Motivation variable (X1) has a total influence of 0.116 or 11.6%, whereas Compensation (X2) has a total influence of 0.732 or 73.2%. Hence, it becomes evident that compensation holds the highest level of influence on performance.

Every company desires good employee performance, but there are numerous factors that influence fluctuations in employee performance. According to a study conducted by (Prakoso, 2016), it was found that work motivation and compensation play a significant role in enhancing employee performance at Printing Art Studio, located in Central Jakarta. Offering suitable compensation instills a sense of value and recognition among employees for their hard work. When employees are highly motivated and receive compensation that matches their workload, it can significantly enhance their performance. Research indicates that when individuals are deeply driven in an organization, they become more passionate and dedicated in their work, striving to create something meaningful and accomplish their tasks diligently. As a result, the company's mission and vision are more likely to be realized.

## Conclusion

After thoroughly examining the findings of the research conducted to analyze the impact of work motivation and compensation on employee performance at the XYZ supermarket in Bandung, several conclusions can be drawn. The



calculations indicate that both work motivation and compensation have an influence on the performance of employees at the XYZ supermarket in Bandung, whether taken together or separately. Moreover, among the two factors explored in this study, it is evident that compensation holds a significantly greater sway over the overall performance of employees at XYZ Supermarket in Bandung City.

Based on the findings of research concerning the impact of work motivation and compensation on employee performance, it is advisable for

companies to enhance the level of compensation granted to each employee in order to indirectly heighten their motivation at work, consequently leading to an improvement in employee performance compared to previous standards. This proposition arises due to the fact that the compensation factor wields the most significant influence on employee performance. Other variables that future researchers could add to this research include work stress, work training, leadership, work environment, or work culture.

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