

**EVALUATION OF THE COMPENSATION PROGRAM AS A BENCHMARK FOR THE WORK  
MORALE OF YADEA KEDIRI DEALER EMPLOYEES**

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**Abstract**

*This study aims to evaluate the compensation program at Yadea Kediri Dealer as a benchmark for employee morale. In an era of intense business competition, human resource management becomes a key factor in a company's success. This research employs a qualitative descriptive method to test data validity through triangulation, credibility, transferability, dependability, and confirmability. The results of the study indicate that compensation adjustments at Yadea Kediri Dealer significantly enhance employee morale and performance. Employees feel more engaged, motivated, and satisfied with their work, which is reflected in increased productivity and reduced absenteeism. In addition to compensation, a conducive work environment, good interpersonal relationships, recognition of achievements, and career development opportunities also play important roles. Recommendations for improvement include increasing incentives, offering varied bonuses, adding welfare facilities, and conducting regular evaluations involving employee feedback. These findings align with the principle that fair compensation positively impacts employee morale and performance and can be used to boost motivation, productivity, and satisfaction in similar industries.*

**Abstrak**

Penelitian ini bertujuan untuk mengevaluasi program kompensasi pada Dealer Yadea Kediri sebagai tolok ukur semangat kerja karyawan. Dalam era persaingan bisnis yang ketat, pengelolaan sumber daya manusia menjadi faktor kunci kesuksesan perusahaan. Penelitian ini menggunakan metode deskriptif kualitatif untuk menguji keabsahan data melalui triangulasi, kredibilitas, transferabilitas, dependabilitas, dan trans konfirmasi. Hasil penelitian menunjukkan bahwa penyesuaian kompensasi di Dealer Yadea Kediri secara penting meningkatkan semangat dan kinerja karyawan. Karyawan merasa lebih terlibat, termotivasi, dan puas dengan pekerjaan mereka, yang tercermin dalam peningkatan produktivitas dan penurunan absensi. Selain kompensasi, lingkungan kerja yang kondusif, hubungan interpersonal yang baik, pengakuan prestasi, dan peluang pengembangan karier juga berperan penting. Rekomendasi untuk perbaikan mencakup peningkatan insentif, bonus variatif, tambahan fasilitas kesejahteraan, dan evaluasi berkala yang melibatkan umpan balik dari karyawan. Temuan ini sejalan dengan prinsip bahwa kompensasi yang adil berdampak positif pada semangat dan kinerja karyawan, serta dapat digunakan untuk meningkatkan motivasi, produktivitas, dan kepuasan karyawan di industri sejenis.

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## INTRODUCTION

Many companies compete to be the best and take various measures to ensure their business runs smoothly and progresses, allowing them to compete with other companies (Leonardo & Andreani, 2015). To achieve this, companies require human resources. Human resources play a crucial role in both government and private companies, as the workforce has high potential to advance a company. To effectively carry out company tasks, productivity or excellent performance is needed to create a strong company performance (Thomas, Purnama & Saleh, 2017). According to Firmandari (2014), human resource management refers to the application of human resource management principles related to policies, procedures, and practices aimed at achieving predetermined goals. Managing and developing human resources is a measure of success in a company, especially in today's era, where businesses face competition not only from domestic but also international competitors, all vying to attract consumers. Increasing competition requires businesses to have high-quality human resources, which leads to a well-functioning production process. This production process is closely related to productivity, which will improve and lead to better performance within the company.

In managing human resources, it is essential to consider the skill levels, capabilities, and managerial capacities of employees, as these factors are key to forming effective human resource strategies. This attention to detail can lead to improved employee performance (Limawandoyo & Simanjutak, 2013). One of the ongoing challenges for companies is how to manage human resources so that employees are willing to work well to achieve the company's goals, as this is closely related to employee recognition and achievement. Improving employee performance is crucial for companies to enhance their quality, and this improvement can be achieved by recognizing employees' achievements in meeting the company's targets. Factors influencing employee performance include compensation and motivation. Therefore, one of the critical issues in human resource management is providing compensation (Firman, 2019).

According to Mondy & J. Martocchio (2016), compensation is the amount of pay an employee receives from the company in exchange for their work. Compensation can be financial or non-financial. It is a form of remuneration, either financial or non-financial, provided by the company to employees as a form of employment relationship or service compensation (Dessler, 2017). Providing compensation is an absolute right and must be given to employees because everyone who works seeks compensation for their hard work. People want to work in a decent environment and receive appropriate compensation. However, in practice, many employees settle for low compensation rather than being unemployed, which poses a significant problem as the compensation does not match their hard work (Diastuti, 2021). Compensation management is crucial in human resource management because compensation can influence job satisfaction, employee commitment, and performance. If a company's compensation is insufficient, it may weaken employee commitment and enthusiasm for their work, ultimately impacting their performance (Farla, Diah, & Bakri).

Compensation is a right that must be given to employees as a reward after they fulfill their responsibilities. It is divided into financial and non-financial compensation. Financial compensation includes both direct and indirect compensation. Direct compensation consists of wages, salaries, bonuses, or commissions, while indirect compensation or benefits include non-financial rewards such as vacation, insurance, childcare services, and religious support (Kusumawardani, Yuliani, & Adiarto, 2020). One company that has implemented a compensation program for its employees is Dealer Yadea Kediri. Dealer Yadea Kediri is one of the largest electric motorcycle dealers in Kediri, employing around 50 employees in sales, repair, and administration. Maintaining employee morale is key to providing the best service to customers. One important aspect of boosting morale is the compensation program offered by the company. Fair and competitive compensation is believed to enhance employee motivation and morale. Therefore, Dealer Yadea Kediri provides compensation in the form of salaries, bonuses, and other benefits to its employees. However, it is unclear whether the compensation program at Dealer Yadea Kediri is effective in boosting employee morale. Thus, an evaluation of the effectiveness of the

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compensation program at Dealer Yadea Kediri is necessary. Previous studies on compensation programs as a benchmark for employee performance have yielded different results. Research by Alexander Roy S and Roy Setiawan on PT. Jaya Lestari found that compensation was determined based on job grouping, which was explained through compensation surveys, job evaluations, and both direct and indirect compensation. Meanwhile, a study by Denny Putra Tandoko & Ratih Indriyani on PT. Surya Anugerah Investindo suggested that the commission system in the compensation package should be evaluated, as overpayment could harm the company in the face of rising market prices. Their evaluation showed that PT. Surya Anugerah Investindo's compensation system met the principles of fairness and feasibility. From the explanation above, it is clear that this research is important to evaluate the compensation program currently implemented at Dealer Yadea Kediri, focusing on its adequacy, fairness, and competitiveness. The evaluation results are expected to provide valuable input for Dealer Yadea Kediri's management to refine the compensation program to more effectively enhance employee morale. Specifically, research on the impact of compensation on employee morale in the motorcycle sales industry remains limited. Based on the background outlined, the research problems can be formulated as follows: (1) How is the evaluation of the compensation program used as a benchmark for employee morale at Dealer Yadea Kediri? (2) What are the challenges in providing compensation to boost employee morale?

**RESEARCH METHOD**

The type of research used in this study is qualitative descriptive research, meaning that the research collects data in visual form and presents it in words, such as the results of interviews between the researcher and the informants. The researcher must collect relevant data directly by conducting field research to observe the subjects and interview the leaders and employees of Dealer Yadea Kediri to obtain relevant data. The research site selected for this study is Dealer Yadea Kediri, located at Jalan Panglima Sudirman No. 81, Kampung Dalem, Kediri City. The informants in this study are subjects who can provide information related to the phenomenon or problem being investigated. Based on interviews between the researcher and the informants, there are four people who have provided information for this study. The interviews were conducted with four employees of Yadea Kediri, namely: Mrs. Verysma, Mrs. Elfira, Mr. Indik, and Mr. Rio. The data analysis technique involves systematically organizing data from interviews, field notes, and documents, organizing the data into categories, and presenting the results in integrated units.

**RESULT AND DISCUSSION**

**Deskriptive Informant**

**Table 1. Result of Informant**

Name of Informant	Job Division	Age	Education
Dian Yunitasari	Manajer	28	S1
Indik	Mekanik	32	SMK
Elfira	Pemasaran	27	S1
Endah Sulistyorini	Administrator	25	S1

Source : Data Processed, 2024

The results of the descriptive statistical analysis show that the average Return On Assets (ROA) of banking companies is 0.3374 or 33.74% with a standard deviation of 3.39 or 339%. The average audit committee size in banking companies is 3.68 or 368% with a standard deviation of 1.122 or 112.2%. The average institutional ownership in banking companies is 0.689 or 68.9% with a standard deviation of 0.229 or 22.9%, and the average CSR in banking companies is 0.2709 or 27.09% with a standard deviation of 0.090 or 9%.

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**AMMER**

## DISCUSSION

The manager stated that the current compensation structure is adequate but could be improved with additional and more varied incentives and bonuses. He believes the current compensation structure and amount need to be revised to make them more competitive and aligned with employee contributions. He observed that the existing incentive and bonus schemes are somewhat effective but have room for improvement to further motivate employees. Regarding performance-based compensation, the manager agrees that it can motivate employees to perform better, stressing the need for transparency and a fair evaluation system when implementing such a scheme. He also suggested adding more benefits and support facilities, such as health insurance, training programs, and recreational facilities. He recommended that compensation monitoring and evaluation be conducted regularly, involving employee feedback, with evaluations carried out every six months. The Maintenance informant also considers the current compensation adequate but feels that performance bonuses and additional incentives could be improved. He highlighted the need to enhance the compensation structure and amount, especially for bonuses and incentives. Concerning the incentive and bonus schemes, he noted that they are not yet fully effective and should focus more on individual performance and target achievement. The informant agrees that performance-based compensation can encourage better work and target attainment. He suggested implementing clear targets and appropriate rewards. He also mentioned the need for better benefits and support facilities, such as health insurance, additional training, and transportation allowances. He recommended periodic compensation evaluations with employee feedback, conducted every six months.

The Marketing informant believes the current compensation is sufficient but sees room for improvement, particularly in providing incentives based on individual performance achievements. He emphasized the need to review the compensation structure and amount to ensure consistency and fairness. Regarding the incentive and bonus schemes, he finds them effective but suggests they be more specifically aligned with individual contributions. He agrees that performance-based compensation provides motivation to meet targets and increase productivity, stressing the need for clear and transparent implementation with measurable targets. He also suggested expanding benefits and support facilities, such as training, career development programs, health insurance, and employee wellness programs. For monitoring and evaluating compensation, he recommended involving employee and management feedback, with a review of performance and target achievement, preferably conducted annually. The Administrator informant believes the current compensation is adequate but pointed out areas for improvement, such as adding health and family allowances. He also highlighted the need for periodic reviews of the compensation structure and amount to ensure alignment with market conditions and employee performance. Regarding the incentive and bonus schemes, he finds them effective but suggests expanding performance indicators. He agrees that performance-based compensation provides incentives to achieve targets and increase productivity, stressing the need to set clear performance targets and offer incentives based on target achievement. He also mentioned the importance of adding benefits and support facilities such as training programs, career development, health insurance, and employee wellness programs. For compensation monitoring and evaluation, he recommended regular reviews involving feedback from employees and management, with an annual evaluation.

The results of interviews with various informants, such as the manager, maintenance staff, marketing staff, and administrator, indicate that the compensation increase provided a substantial motivational boost for the employees. They feel more valued, motivated to work harder, and more satisfied with their jobs. This is not only reflected in increased work engagement but also in reduced employee absenteeism, particularly in the management and maintenance departments. In addition, the



compensation adjustment positively impacted work productivity, especially in terms of average sales per employee. Employees feel more focused and motivated to achieve their targets, which has led to improved overall company performance. However, it is important to note that compensation is not the only factor influencing employee morale. A conducive work environment, good interpersonal relationships, recognition for achievements, and career development opportunities also play a significant role in creating a productive and motivating work atmosphere.

The triangulation of interview results from four informants, namely the Manager, Maintenance, Marketing, and Administrator, produces consistent and significant conclusions regarding the impact of compensation adjustments on various aspects of work. Before the adjustment, employee engagement levels varied, with some informants feeling underappreciated. However, after the adjustment, all informants reported increased engagement, showing that better compensation improves overall work morale and motivation. Additionally, compensation has a significant impact on motivation and job satisfaction. Informants feel more valued and motivated to work harder with better compensation. Changes in job satisfaction were also reported positively by all informants. Increased motivation and job satisfaction also affected absenteeism rates, which tended to decrease after the compensation adjustment. Furthermore, all informants reported increased productivity after the compensation adjustment, with employees feeling more valued and motivated to work more efficiently. Aside from compensation, factors such as a conducive work environment, interpersonal relationships, recognition for achievements, and career development opportunities also influence overall work morale.

After the compensation adjustment, the impact on morale across various departments became evident. The manager reported an increase in employee engagement, motivation, and job satisfaction, reflected in reduced absenteeism and increased productivity and sales. In the Maintenance department, the compensation adjustment successfully boosted employee engagement and motivation, resulting in a significant drop in absenteeism and increased productivity. On the other hand, in the Marketing department, where engagement was initially high, the compensation adjustment still led to improvements in engagement, satisfaction, and productivity, along with a significant increase in sales. Additionally, in the Administrator department, where engagement was initially quite high but compensation was deemed insufficient, the adjustment also brought positive changes. Engagement, satisfaction, and productivity improved, without major changes in attendance, while employee motivation and morale saw a noticeable increase.

This study aligns with Diastuti (2021), who stated that providing compensation is essential for every company. Good compensation will positively impact the company. If compensation is provided properly, employee performance will improve, employees will work more effectively and efficiently, and employee satisfaction will increase. This study is also in line with Setya Prihatiningtyas (2020), who emphasized that compensation must be perceived as fair by employees, and its amount should not differ much from what employees expect. If these two aspects are met, employees will feel satisfied. Compensation based on employee performance and skills can satisfy employees, and it is expected that employees will be more enthusiastic about improving their performance. This is because employees who consistently strive to enhance their performance and skills will receive increasingly better compensation.

In a dynamic organization like Yadea Electric Bike Kediri, compensation management is crucial for retaining and motivating employees. To achieve an optimal balance between company needs and employee satisfaction, evaluating the type of compensation, structure, and amount, as well as incentive and bonus schemes, becomes essential. From the various perspectives presented by informants from different departments, there is a clear need to adjust the types of compensation, whether in the form of incentives, bonuses, or support for employee welfare. Revising the incentive and bonus schemes should be done carefully, considering the need to focus on individual performance and specific target achievements. Additionally, providing benefits and supportive facilities such as health insurance,

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additional training, and employee welfare programs is also a concern. This is important to improve employee well-being and productivity, while also creating a balanced and satisfying work environment. The development of a periodic compensation monitoring and evaluation system is also necessary. Involving feedback from employees and management, as well as reviewing performance and target achievement, will help in creating a fairer and more effective system.

The current types of compensation provided by the company are considered adequate by the informants, but there is room for improvement. The Manager, Maintenance, Marketing, and Administrator all agree that more varied additional incentives and bonuses could increase employee motivation. The structure and amount of compensation need to be adjusted to be more competitive and fair according to individual contributions. The existing incentive and bonus schemes are considered quite effective, but they need to be adjusted to reflect individual contributions more specifically. The concept of performance-based compensation is agreed upon as a way to drive productivity by setting clear targets and rewarding achievements accordingly. Some additional suggestions include health insurance, training programs, and recreational facilities. Compensation evaluation should be conducted regularly, involving feedback from employees and management, as well as reviewing performance and target achievement. Informants recommend that compensation evaluations be conducted at least every six months or annually, to remain relevant to market conditions, company developments, and employee needs. Thus, improving compensation, adjusting incentive schemes, and conducting regular evaluations are expected to increase employee motivation and performance, supporting the company's growth and sustainability.

The informants from various departments in the company have provided valuable recommendations to improve the compensation and employee benefits system. In their review, they agree that while the current types of compensation are considered adequate, there is significant room for improvement. Managers emphasize the need for more varied additional incentives and bonuses to boost employee motivation. They also highlight the importance of improving the compensation structure and amount to be more competitive and aligned with employee contributions. Recommendations also include implementing an effective performance-based incentive and bonus scheme, with transparency and a fair assessment system. The Maintenance and Marketing departments also emphasize the need for additional incentives and bonuses that are more focused on individual performance achievements. They support the concept of performance-based compensation with clear target-setting and appropriate rewards. The need to review the compensation structure and amount to ensure fairness is also a key focus for them. Meanwhile, the Administrator informants highlight the importance of improving health and family benefits, as well as periodic reviews of the compensation structure. They also suggest expanding the scope of performance indicators for determining bonuses, while supporting the concept of performance-based compensation with clear and measurable target-setting. Additionally, all informants recommend improvements in supportive facilities such as training programs, career development, and health insurance. They also suggest implementing a periodic monitoring and evaluation system that involves feedback from employees to ensure the relevance and effectiveness of the overall compensation system. With the implementation of these recommendations, it is expected that the company can enhance employee satisfaction and motivation while maintaining its competitiveness in the market.

This study aligns with Rachmawati (2022), where salary and various allowances significantly motivated employees to continuously improve their performance, as proven by Bank Syariah Mandiri Yogyakarta branch, which successfully earned a performance award with an excellent rating. This study is also consistent with Milenia (2022), where the provision of compensation to improve employee performance at PT Pabrik Gula Djombang has been perceived as somewhat inadequate. This is because the compensation given was based on the grades outlined in the PKB (Collective Labor Agreement).

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## CONCLUSION

The compensation adjustments at Yadea Electric Bike Kediri have had a positive effect on employees, boosting morale, motivation, performance, engagement, and job satisfaction. Supporting factors such as a conducive work environment, good relationships, recognition of achievements, and career opportunities further enhance these positive effects. However, compensation management still needs improvement in several ways: increasing more varied incentives and bonuses to motivate employees and conducting regular evaluations to enhance employee performance. By taking these steps, Yadea Kediri can maximize the positive effects of compensation adjustments and improve overall employee motivation and performance.

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