

## The Effect of Motivation and Career Development on Organizational Commitment at Employees PT. XXX

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### Abstract

*The purpose of this study was to examine the effect of motivation and career development on organizational commitment among PT. XXX. The research population is 879 employees. This research is associative research, namely research that aims to determine the relationship between two or more variables. With the research instrument, namely the validity test which shows that the data obtained is valid and reliable and the research results show that there is no classical assumption. Research shows that motivation has a value of 4.709 and Adjusted R Square of 0.172. In addition, after conducting the research, the value of  $t_{count} > t_{table}$  is  $2.584 > 1.666$ . This indicates that motivation has a positive effect on organizational commitment. Career development has a score of 4, 013 and Adjusted R Square of 0.172. In addition, after conducting the research,  $t_{count} > t_{table}$  is  $4.029 > 1.666$ . This indicates that career development has a positive effect on organizational commitment. Variables of motivation and career development have a positive effect on organizational commitment, this is evidenced by the results of the research  $F_{count} > F_{table}$ , namely  $10.234 > 3.10$ .*

**Keywords** Motivation, Career Development, Organizational Commitment

### INTRODUCTION

In the current era of globalization, it exposes organizations to highly competitive competition. In particular, competition in the textile industry is not only limited to competition for market share and profit, but also competition for quality human resources.

Human resources (HR) are an important asset and prime mover in an organization or company that manages and runs other resources owned by the organization effectively and efficiently. Organizations or companies are required to have human resources who have the ability to complete tasks, authorities and responsibilities properly, and have skilled work experience in carrying out their roles and functions both individually and organizational goals.

Organizational commitment is the alignment of members of the organization to their organization, which is related to loyalty and a strong desire to stay in the organization. Organizational commitment is the center of attention in the company, because the commitment possessed by members of the organization is important for the organization in creating the survival of the organization. In addition, organizational commitment can determine employee interest in the company which will decide whether the employee will stay as a member of the organization or leave the organization.

Several previous studies examined organizational commitment. Among them is research conducted by Susi Susanti, et al (2014) showing that career development has a positive and significant effect on organizational commitment at Eka Hospital Pekanbaru, Devia Armawati (2016) shows that employee career development has a positive and significant effect on organizational commitment among employees of PT. Panin Bank



Pekanbaru branch office, and Anastasia Tania and Eddy M. Sutanto (2013) show that work motivation has a positive and significant effect on the organizational commitment of PT. XXX employees.

Based on the dimensions of organizational commitment, Allen and Mayer in Umam (2012: 259) the data shows a discrepancy with the dimensions of continuing commitment because if employees have a continuing commitment, they will consider the losses that employees will receive when leaving the company (retirement, status, salary, and so on).

One of the factors that can affect organizational commitment is motivation. Motivation is a psychological drive that can determine the direction of a person's behavior in an organization to achieve certain goals. Motivation is needed within the organization to do better than others which encourages individuals to complete tasks more successfully and achieve high achievements.

According to Hasibuan in Sutrisno (2016: 110) suggests that "Motivation questions how to encourage subordinate work passion, so that they want to work hard by providing all abilities and skills to realize company goals". According to Robbins in Sutrisno (2016: 111) suggests that: "Motivation as a willingness to try as optimally as possible in achieving organizational goals which is influenced by the ability to satisfy some individual needs".

And another reason is the need for progress (Growth Needs). This desire comes from within a person or employee to be more advanced and to be able to improve his personal abilities. Some employees expect the organization's trust in them to do work that they have never done in the organization as a form of development that will be useful for advancing or improving their career.

Another factor that can affect the level of organizational commitment is career development. Career development is a condition that indicates an increase in status and an increase in individual work ability in the organization in order to achieve personal goals which can be a reason to stay in the organization.

According to Handoko (2014: 130) suggests that: "Career development is personal improvements that a person makes to achieve a career plan." According to Samsudin in Kadarisman (2013: 334) suggests that: "career development is a condition that indicates an increase in the status of a person in an organization on a predetermined career path in the organization concerned".

Career development is basically oriented towards company development in responding to future business challenges. Every company must accept the fact that its existence in the future depends on its human resources.

Career development is one of the reasons employees stay with the company, if the expected career development is difficult to obtain or achieve then employees will choose to leave the organization and choose another organization by seeing greater career opportunities. This has an impact on low organizational commitment.

According to Mayer and Allen in Umam (2012: 258) argues that "Commitment to organization as a psychological construct is a characteristic of the relationship between members of the organization and its organization and has implications for individual decisions to continue membership in organizations". According to Baron and Greenberg in

Umam (2012: 259) states that "Commitment means a strong acceptance within the individual of the goals and values of the company, so that the individual will try and work and have a strong desire to stay in the company". According to Blau and Boal in Sopiiah (2008:155) states that: "Organizational commitment as partisanship and loyalty of employees to the organization and organizational goals".

Increasing organizational commitment as controller of all organizational activities can be done by increasing employee motivation and providing opportunities for employees to develop their careers. These two things must be considered more by taking certain ways so that by providing motivation and career opportunities to the organization, employees feel motivated and have good work enthusiasm so that it has an impact on achieving organizational goals and organizational commitment.

## **LITERATURE REVIEW**

### **Motivation**

Motivation (X1) as the independent variable (independent) is a variable that affects the dependent variable. Motivation is a psychological drive that can determine the direction of a person's behavior in the organization in order to achieve certain goals with a willingness and optimal effort.

### **Career Development**

Career development (X2) as the independent variable (independent) is the variable that influences the dependent variable. Career development is a condition that indicates an increase in status and an increase in individual work ability within the organization in order to achieve personal goals which can be a reason to stay in the organization.

### **Organizational Commitment**

Organizational commitment (Y) as the dependent variable is the variable that is influenced by the independent variable. Organizational commitment is the alignment of members of the organization to their organization, which is related to loyalty and a strong desire to stay in the organization.

### **Framework**

Every organization or company really needs reliable human resources to achieve the company's goals that have been determined. The benefit that can be drawn from human resources is their ability to organize, both in carrying out their duties and complying with all established regulations.

Therefore, within the company, an organizational commitment is needed to help the organization or company to achieve company goals to be more effective and efficient. Organizational commitment can determine the alignment of employees who continue to work in the organization and those who have left the organization.

One of the factors that can affect organizational commitment is motivation which is a psychological drive that can determine the direction of a person's behavior in the



organization to achieve certain goals. Motivation questions how to encourage work passion, so that they want to work hard by giving all their abilities and skills to realize individual or organizational goals.

David McClelland in the Theory of Achievement Motivation, put forward three basic components that can be used to motivate people to work, namely the need for:

1. Need for achievement, namely needs related to achievement and work skills.
2. Need for affiliation, namely needs related to cooperation and communication within the team.
3. Need for power, namely needs related to obligations, responsibilities, and fair competition.

If one of these needs is not met, employees will look for other organizations that can provide these needs. Even by leaving the organization.

Besides motivation, organizational commitment can also be influenced by career development. Career development is a condition that indicates an increase in status and an increase in individual work ability within the organization in order to achieve personal goals which can be a reason to stay in the organization. Basically, career development is highly oriented towards company development in responding to future business challenges, every company must accept the fact that its existence in the future depends on competitive human resources because the company will experience setbacks and eventually be eliminated due to the inability to face competitors.

Based on the framework above, the researcher makes the research paradigm as follows:

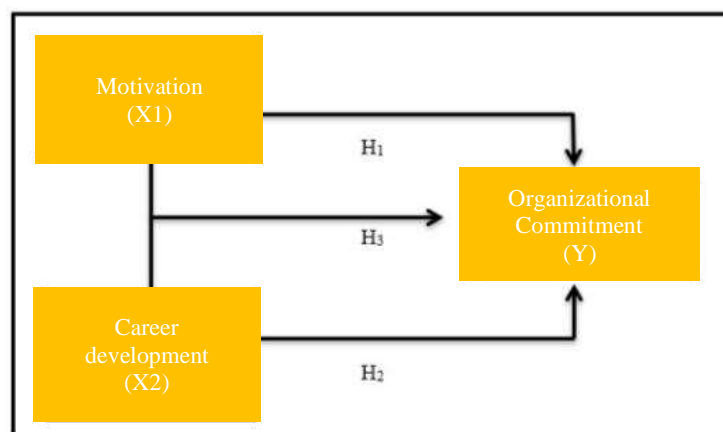


Figure: Research Paradigm

Information:

X1 : Motivation

X2 : Career development

Y : Organizational commitment

H1: Motivation has a positive and significant effect on organizational commitment

H2: Career development has a positive and significant effect on organizational commitment

H3 : Motivation and career development together (simultaneous) positive and significant effect on organizational commitment

### Research Hypothesis

Based on the above framework, hypothetically it can be stated as follows:

1. First hypothesis (H1)

H1: the better the motivation, the higher the organizational commitment or motivation has a significant effect on organizational commitment

2. Second hypothesis (H2)

H2: the higher the level of career development, the higher organizational commitment or career development has a positive and significant effect on organizational commitment

3. The third hypothesis (H3)

H3: the higher the level of motivation and career development, the higher the organizational commitment or motivation and career development simultaneously (simultaneously) has a positive and significant effect on organizational commitment

### RESEARCH METHODS

The research variables consist of two variables. The first variable is the independent variable, namely motivation and career development. The second variable is the dependent variable, namely organizational commitment. According to Sugiyono (2016: 61) states that the population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics set by researchers to study and then draw conclusions. The population in this study are all permanent employees who work at PT. XXX with a total of 879 employees. According to Sugiyono (2016: 62) states that the sample is part of the number and characteristics possessed by the population. The method used for sampling is the Slovin method. This method is used to determine how many minimum samples are needed, if the population size is known. Thus, based on the calculation above, from a population of 879 permanent employees of PT. XXX was taken as a sample of 88 employees. The sampling technique used in this study is the Probability Sampling technique with the type of Proportionate Random Sampling which is a technique for taking samples of members of the population proportionally, that is, based on the proportion of each part in the agency. This study uses an associative explanatory level that is causal (cause and effect). Associative according to Sugiyono (2014: 57) is: "research conducted with the aim of knowing the relationship between two or more variables". In associative research the research problem formulation is asking the relationship between two or more variables. In processing data, researchers use computer aids in the form of software with the SPSS version 23 program in order to streamline the calculation process in a study. In this study, a measurement scale was used, namely the Likert scale. According to Sugiyono (2014: 93) suggests that: "The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena." With a Likert scale, the variables to be measured are translated into variable indicators and then these indicators are used as a starting point for compiling instrument items which can be in the form of statements or statements. According to Sugiyono (2014: 93) suggests that: "The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena." With a Likert scale, the variables to be measured are translated into variable indicators and then these indicators



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## RESULTS AND DISCUSSION

### t test (Partial)

The provisions that apply in this test are if  $t_{count} > t_{table}$  then  $H_0$  is rejected and  $H_a$  is accepted, whereas if  $t_{count} < t_{table}$  then  $H_0$  is accepted, and  $H_a$  is rejected. Calculating the size of the t table with a significant value of 0.05, the number of samples (n) and  $dk = n - 2$ , then  $dk = 90 - 2 = 88$  in the t table will obtain a  $t_{table}$  value of 1.666.

The following is the output showing the results of the t test using SPSS 23.0 for Windows, as follows:

#### 1. The Effect of Motivation Variable (X1) on Organizational Commitment Kemployee (Y)

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	20,269	4,125		4,914	,000
X1_Motivation	,402	,155	,266	2,584	,011

a. Dependent Variable: Y\_Commitment\_organization

Source: SPSS 21.0 Output Results for Windows

Motivation (X1) with a  $t_{count}$  value of 2.584 with a significant value of 0.011 and a  $t_{table}$  value of 1.666. This means that there is an influence of motivation on employee Organizational Commitment, as evidenced by the sig.t value  $<0.05$ , namely  $0.011 < 0.05$  and the value of  $t_{count} > t_{table}$ , namely  $2.584 > 1.666$ . This means that  $H_0$  is rejected and  $H_a$  is accepted, where motivation has a positive and significant effect on organizational commitment.

#### 2. The Effect of Career Development Variable (X2) on Organizational Commitment Karyawan (Y)

**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	15,572	3,817		4,079	,000
X2_Development_career	,519	,129	,395	4,029	,000

a. Dependent Variable: Y\_Commitment\_organization

Source: SPSS 21.0 Output Results for Windows

Career development (X2) with a tcount value of 4.029 with a significant value of 0.000 and a ttable value of 1.666. This means that there is an influence of career development on Organizational Commitment, as evidenced by the sig.t value <0.05, namely 0.000 <0.05 and the t count> t table value, namely 4.029> 1.666. This means that H0 is rejected, and Ha is accepted, where career development affects Organizational Commitment.

**F test (simultaneous)**

The provisions that apply in this test are if Fcount > Ftable then H0 is rejected, and Ha is accepted whereas if Fcount < Ftable then H0 is accepted, and Ha is rejected. Calculating the magnitude of Ftable with a significant value of 0.05, number of samples (n), number of independent variables (k) and  $dk = n - k - 1$ , then  $dk = 90 - 2 - 1 = 87$  in table f will obtain a Ftable value of 3,10.

The results of the Hypothesis Test using the SPSS program version 23.0 Windows are as follows:

**ANOVAa**

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	249,057	2	124,528	10.234	,000b
residual	1058,599	87	12.168		
Total	1307,656	89			

Source: SPSS 21.0 Output Results for Windows

From the output above, the fcount value is 10.234 with a significant value of 0.000 and a Ftable value of 3.10. This is evidenced by the sig. f value <0.05, namely 0.000 <0.05 and the value of Fcount > Ftable, namely 10.234 > 3.10. This means that H0 is rejected, and Ha is accepted, where motivation and career development simultaneously influence employee organizational commitment.



### Coefficient of Determination (Adjusted R2)

In fact, the value of Adjusted R2 can be negative, although what is desired must be a positive value. If in the empirical test the Adjusted R2 value is negative, then the Adjusted R2 value is considered to be zero. Mathematically, if the value of  $R^2 = 1$ , then Adjusted R2 = 1, while if the value of  $R^2 = 0$ , then Adjusted R2 =  $(1-k)/(nk)$ . If  $k > 1$ , then adjusted R2 will be negative. Following are the results of the coefficient of determination of motivation and career development variables on organizational commitment:

Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,436a	,190	,172	3,488

Source: SPSS 23.0 Output Results for Windows

Based on the output above, the coefficient of determination R2 (Adjusted R Square) is 0.190, which means that the contribution of motivation (X1) and career development (X2) to organizational commitment (Y) is 19.0% and the remaining 81.0% Organizational Commitment can be influenced other factors outside the variables studied.

### The Effect of Motivation on Employee Organizational Commitment at PT. XXX

Based on the results of testing the hypothesis, the results obtained stated that motivation had a positive influence on organizational commitment significantly because the sig.t value  $<0.05$ , namely  $0.001 <0.05$  and the tcount> ttable value, namely  $2.218 <1.989$ .

Motivation is a psychological drive that can determine the direction of a person's behavior in the organization in order to achieve certain goals with a willingness and optimal effort. The results of this study are comparable to David McClelland's theory in the Achievement Motivation Theory, which suggests three basic components that can be used to motivate people to work, namely the need for:

1. *Need for achievement*, namely needs related to achievement and work skills.
2. *Need for affiliation*, namely needs related to cooperation and communication within the team.
3. *Need for power*, namely needs related to obligations, responsibilities, and fair competition.

The fulfillment of these needs will have an impact on the organizational commitment of employees of PT. XXX. Where employees feel there is no other reason to leave the organization.

The results of this study are also in line with the results of research by Anastasia Tania and Eddy M. Sutanto with the title "The Influence of Work Motivation and Job Satisfaction on the Organizational Commitment of PT. DAI KNIFE Employees in Surabaya" in 2013.



Stating that the sig t value  $<0.05$ , namely  $0.004 <0.05$  and  $t_{count} 3.236 > t_{table} 2.027$  which means that work motivation has a positive and significant effect on organizational commitment.

### **The Influence of Career Development on Organizational Commitment to Employees of PT. XXX**

Based on the results of hypothesis testing, the results obtained stated that career development (X2) had a  $t_{count}$  of 3.554 with a significant value of 0.001 and a  $t_{table}$  value of 1.989. This means that there is an influence of career development on Organizational Commitment, as evidenced by the sig.t value  $< 0.05$ , namely  $0.001 < 0.05$  and the  $t_{count} > t_{table}$ , namely  $3.554 > 1.989$ .

Career development is a condition that indicates an increase in status and an increase in individual work ability within the organization in order to achieve personal goals which can be a reason to stay in the organization.

Career development is basically oriented towards company development in responding to future business challenges. Career development cannot be separated from the activities of human resource planning, recruitment and selection in the context of staff management.

Based on these human resource activities, a number of potential workers with the best quality must be obtained. Such a workforce must be given the opportunity to develop their careers, so that their abilities increase according to the demands of the business environment, not only to be able to maintain the existence of the organization, but to be able to develop and promote the company.

The results of this study are in line with the results of Devia Armawati's research entitled "The Influence of Career Development on Organizational Commitment (The Case of PT. Panin Bank Pekanbaru Branch Office)" The calculation results show that the effect of career development on Organizational Commitment is correlated with  $r_{count} = 6.626 > r_{table} = 2.024$  and a sig value of  $0.000 < 0.05$ .

### **The Effect of Motivation and Career Development on Employee Organizational Commitment at PT. XXX**

In the analysis of the influence of motivation (X1) and career development (X2) on employee organizational commitment (Y), the correlation coefficient R is 0.398, which means that the correlation of motivation (X1) and career development (X2) variables on employee organizational commitment (Y) is strong. The coefficient of determination  $R^2$  (Adjusted R Square) is 0.139, the contribution of motivation (X1) and career development (X2) to employee Organizational Commitment (Y) is 13.9% and the remaining 86.1% Employee Organizational Commitment can be influenced by other factors or outside the variables studied. Based on the results of hypothesis testing, the  $f_{count}$  value is 8.012 with a significant value of 0.001 and a  $F_{table}$  value of 3.10. This is evidenced by the sig.t value  $<0.05$ , namely  $0.001 < 0.05$  and the value of  $F_{count} > F_{table}$ , namely  $8.012 > 3.10$ .



## CLOSING

### Conclusion

Based on data analysis and research results regarding the influence of motivation and career development on organizational commitment that has been carried out, there are several conclusions that can be described by researchers, namely as follows:

1. The results of testing the motivational variable on the organizational commitment of PT. XXX employees using the t (partial) test state that motivation has an effect on organizational commitment.
2. The results of testing the career development variable on the organizational commitment of PT. XXX employees using the t (partial) test stated that career development has an effect on organizational commitment.
3. The data shows that motivation and career development affect organizational commitment.

### Research Implications

Based on the results of research and discussion, there are research implications as follows:

1. Based on the research results of 90 employees of PT. Plumbon International Textile Cirebon, it shows that the influence of motivation on organizational commitment is included in the medium category, this can be seen from the results of the questionnaire, the lowest score is obtained, namely employees are motivated to carry out healthy competition because there are still several factors that have not been studied. organizational commitment. Therefore, motivation needs to be improved properly and dynamically, such as:
  - a. Leaders are important for motivating employees to increase organizational commitment.
  - b. Companies must motivate employees more so that employees are able to commit to the company.
  - c. Companies must be more open about employee complaints and opinions related to organizational commitment.
2. Based on the results of research from 90 employees of PT. XXX, it shows that the influence of career development on organizational commitment is included in the moderate category. affect organizational commitment. Therefore career development needs to be created well and dynamically, such as:
  - a) Companies must pay attention to employee career development in order to increase organizational commitment
  - b) The career development system must be implemented properly in order to facilitate employees in developing their careers.
  - c) It is important for leaders to pay attention to the career development of employees with organizational commitment.

Based on these circumstances, the researcher suggests conducting further research on factors that have not been studied, but do influence organizational commitment such as job satisfaction, compensation and so on on the same object, namely PT. XXX.

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