

## The Effect of Financial Compensation and Conflict on The Performance of Employees of The Loading and Unloading Warehouse at PT. Cahaya Indah Sangsurya in Pekanbaru

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### Abstract

*The purpose of this study was to determine the effect of financial compensation and conflict on the performance of the loading and unloading warehouse employees at PT Cahaya Indah Sangsurya in Pekanbaru. The population in this study were all employees of the loading and unloading warehouse who worked at PT Cahaya Indah Sangsurya Pekanbaru totaling 42 (forty-two) respondents. In this study, because the population was small (limited), it was not possible to use a sample, so the researchers took the same number of samples as the population or called a census, namely all loading and unloading employees at PT Cahaya Indah Sangsurya Pekanbaru totaling 42 (four two) respondents. The power-gathering method used in this research is field research, which is carried out by conducting direct visits to the institutions that are the object of obtaining primary and secondary data. Based on the results obtained, it can be concluded that financial compensation and work conflict affect the performance of employees at PT Cahaya Indah Sangsurya Pekanbaru. The better the value of financial compensation and the lower the value of work conflict, the higher the value of employee performance.*

**Keywords** Financial Compensation, Conflict, Employee Performance

### INTRODUCTION

In the company, human resources are the main asset in every course of an activity. Human Resources can be defined as all humans involved in an organization in striving for the realization of the organization's goals Hasibuan (2012: 9). Employees as human resources in the company are a great potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible so that it is able to provide optimal work results in accordance with company goals. Because the achievement of the goals set by the company not only depends on modern equipment, complete facilities and infrastructure, but also depends on human resources / employees. Without the role of humans even though the various factors needed are available, the company will not run.

One of the factors that affect the success rate of an organization is the performance of its employees. Employee performance is an action taken by employees in carrying out the work given by the company. According to Sutrisno (2013: 151) revealed that performance or achievement is the result that a person has achieved from his work behavior in carrying out work activities. According to Mangkunegara (2013: 9) which explains that employee performance is the result of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. In addition, by having outstanding employees, the company can improve its company performance.

This goal can be achieved if the company has good human resources and has high performance. But employee performance in an organization does not always increase,



sometimes employee performance decreases. One of the efforts that companies can take to influence employee performance is compensation because compensation satisfaction can affect employee behavior to work more energetically and spur high performance. According to Dessler (2015: 175) employee financial compensation is any form of payment or reward given to employees and arising from the employee's employment. According to Umar (2012: 16) financial compensation is everything received by employees in the form of salaries, wages, incentives, bonuses, premiums, treatment, insurance and others similar that are paid directly by the company.

In a company, a good relationship between leaders and subordinates is also needed. But in the company conflicts also often occur and can occur between individuals, between individuals and groups, and between groups, but if good communication between superiors and subordinates and fellow employees can be established, it is unlikely that conflicts can occur within a company. Conflict according to Robbins (2012: 137) is a process that begins when one party has a perception that the other party has negatively influenced, or will affect negatively, something that is the concern or interest of the first party.

But conflict does not always have a negative effect on the company, which can create turmoil in the organization or interpersonal relationships of employees, foster mistrust, build feelings of wanting to always win, or widen the gap of misunderstanding between employees. But conflict can also be positive when it encourages creativity, makes new changes for the company, changes employees' perspectives, and develops people's ability to handle interpersonal differences.

PT Cahaya Indah Sangsurya Pekanbaru is one of the companies engaged in heavy equipment rental and service contractors that has been established since 2013. This company is one of the companies that cooperates with PT Indah Kiat Pulp and Paper. This company has 800 Units of Heavy Equipment where the heavy equipment is leased to various companies, Sooner or later the loading and unloading process of heavy equipment spare parts that want to be serviced or rented will have an impact on the time needed in delivery of heavy equipment spare parts and will affect the image of PT Cahaya Indah Sangsurya in the eyes of consumers, so special attention needs to be paid to this part. Employees of the loading and unloading section load and unload 1 unit of heavy equipment using 1 FAW car with a target for 5 days, The results of the performance of the loading and unloading section can be seen in the following table:

**Table 1 Performance Results of Loading and Unloading Warehouse Employees at PT Cahaya Indah Sangsurya Pekanbaru in 2017-2021**

Year	Number of Employees	Realization of Heavy Equipment Loading and Unloading / Year	Length of loading and unloading time/unit (days)	Realization of Car Completed Loading and Unloading on Time (Unit)	Realization of Car Completed Loading and Unloading Is Not Right Time (Units)
2017	42	144	5	144	-

2018	42	146	7	140	6
2019	42	144	9	136	8
2020	42	142	10	130	12
2021	42	138	15	122	16

Sumber: PT Cahaya Indah Sangsurya Pekanbaru, 2022

From table 1 can be seen the data of the time taken for loading and unloading for the last five years. The realized loading and unloading process decreases in number every year and takes longer than it should. In 2017 the loading and unloading process realized was appropriate, so that the car carrying the speartpart arrived on time. However, from 2018 to 2021 the loading and unloading process was not suitable, where the loading and unloading realization process took longer than predetermined. This can explain that employee performance has experienced a strong decline as well so that it cannot help the company achieve its goals.

Employee performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities given to him. The results of this employee performance can be assessed from the aspects of 1) quality of work, 2) quantity of work, 3) implementation of duties and, 4) employee responsibility in achieving goals set by the company.

The phenomenon that occurs at PT Cahaya Indah Sangsurya in the aspect of work quality indicators is the number of employees who are late from the specified time in loading and unloading, which causes many rental equipment that do not run because they are waiting for spearpark equipment. It has been targeted in one unit of FAW car for 1 unit of Heavy Equipment it takes 5 days in the loading and unloading process. However, the realization in 2018 the loading and unloading process took 7 days, in 2019 the loading and unloading process took 9 days, in 2020 the loading and unloading process took 10 days and in 2021 the loading and unloading process took 15 days. From year to year delays are increasing, so that the delivery process that has been agreed with consumers becomes late and makes the company experience losses.

In the quantity aspect, it is known through table 1 that from the realization of incoming cars with the realization of loading and unloading heavy equipment during 2018 to 2021, it was never on time. In 2018 there were still 6 units that were not suitable on time, in 2019 there were still 8 units that did not fit on time, in 2020 there were still 12 units that did not fit on time and in 2021 there were still 16 units that did not fit on time. In the aspect of task implementation, it is known that employees do not carry out work seriously, so they experience time delays and the quantity that has been determined is not achieved. In the aspect of responsibility, it can be assessed that employees do work without any sense of responsibility to meet predetermined targets.

The phenomenon that occurred next to PT Cahaya Indah Sangsurya Pekanbaru was that the provision of incentives and bonuses was the same, there was no difference between incentives and bonuses provided by the company, and there were still many employees who complained that the salaries and bonuses paid were not in accordance with the work that had been done by employees. In addition, bonuses that are often paid late, as promised bonuses



will be paid every 5th of the following month, but in reality the bonus is received in the middle of the following month. The development of financial compensation at PT Cahaya Indah Sangsurya Pekanbaru can be seen from the following table:

**Table 2 Development of the Amount of Financial Compensation to Employees of the Loading and Unloading Warehouse at PT Cahaya Indah Sangsurya Pekanbaru in 2021**

<b>Moon</b>	<b>Employee Achievement Loading and Unloading (Unit)</b>	<b>Bonus Per Unit (IDR)</b>	<b>Supposed Bonus Paid (IDR)</b>	<b>Realized Bonus (IDR)</b>	<b>Date Bonus Is Paid (IDR)</b>	<b>Information</b>
January	12	250,000	3,000,000	2,750,000	18 Februari 2021	Late
February	14	250,000	3,500,000	3,250,000	22 Maret 2021	Late
March	13	250,000	3,250,000	3,000,000	02 April 2021	Note Late
April	12	250,000	3,000,000	2,750,000	21 Mei 2021	Late
May	8	250,000	2,000,000	1,750,000	18 Juni 2021	Late
June	10	250,000	2,500,000	2,250,000	23 Juli 2021	Late
July	12	250,000	3,000,000	2,750,000	19 Agustus 2021	Late
August	12	250,000	3,000,000	2,750,000	13 September 2021	Late
September	10	250,000	2,500,000	2,000,000	15 Oktober 2021	Late
October	12	250,000	3,000,000	2,750,000	10 November 2021	Late
November	13	250,000	3,250,000	3,000,000	13 Desember 2021	Late
December	10	250,000	2,500,000	2,250,000	18 Januari 2022	Late

Source: PT Cahaya Indah Sangsurya Pekanbaru, 2022.

The reward system can include 1) salary, 2) incentives and 3) bonuses. In table 2, you can see the bonus payments for the achievements of loading and unloading employees during 2021. Unclear Bonus deductions made by the company, which resulted in company employees not focusing on work, making employees lazy. Target achievement bonuses are supposed to be paid every 5th of the following month, but realization is often late. In January the bonus payment was supposed to be paid for 12 units that had been completed on time, but the realization of the payment was only 11 units, so the difference of 1 unit was not paid, so employees often complained to the field administration and the bonus was paid in February. So that the field administration is often wrong in calculating the number of units completed on time.

In a company, in addition to financial compensation, it is also necessary to pay attention to the good relationship between the leader and his subordinates. Basically, conflicts that occur in a company are very influential on decreasing employee performance, so that it can cause not to achieve goals.

The phenomenon that occurs at PT Cahaya Indah Sangsurya Pekanbaru is a conflict that is felt to still often occur due to poor communication between superiors and subordinates, between employees and other employees and always employees depend on each other in carrying out tasks, differences in understanding goals, resulting in differences of opinion. Conflicts occur both internally and externally caused by several factors such as: interdependence, differences in goals and priorities, improper achievement assessment criteria, competition between scarce resources, and win-lose attitudes.

## **LITERATURE REVIEW**

### **Financial Compensation (X1)**

Something that employees get in lieu of their service contribution to the company (Rivai 2011: 357). With the following indicators, (1) Salary, (2) Bonus, (3) Incentives.

### **Work Conflict (X2)**

A conflict that occurs between what is expected by someone of himself, others, organizations and the reality of what is expected (Mangkunegara 2017: 156). With the following indicators, (1) Coordination of work that is not carried out, (2) Dependence in carrying out tasks, (3) Differences in work orientation, (4) Unclear tasks, (5) Differences in understanding organizational goals, (6) Differences in perception.

### **Employee Performance (Y)**

Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with his responsibilities given to him (Mangkunegara 2013: 9). With the following indicators, (1) Quality of work, (2) Quantity of work, (3) Implementation of duties, (4) Responsibility (Mangkunegara 2013: 75)

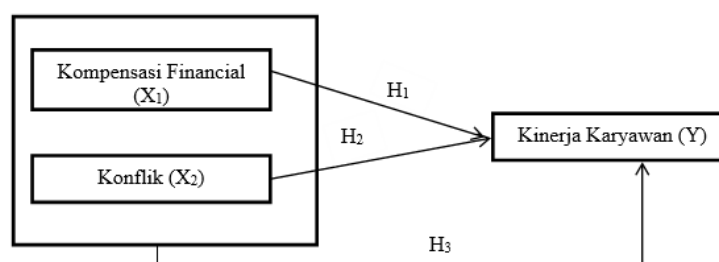
### **Frame of Mind**

Based on the problems and theoretical studies previously described, research will be conducted entitled the effect of financial compensation and work conflicts on the performance of employees of the Loading and Unloading Warehouse Section at PT Cahaya Indah Sangsurya in Pekanbaru. To find out the framework of thinking in this study can be seen in the following picture:





**Figure 1 Framework of Thought**



Source: Subekhi (2012:176), Robbins (2012:137)

### Research Hypothesis

According to Sugiyono (2017: 64), explaining the hypothesis, namely the hypothesis is a temporary answer to the formulation of the research problem, where the research formulation has been stated in the form of a statement sentence. Based on the description of the framework above, the research hypothesis is:

H1 = Financial compensation affects the performance of employees of the loading and unloading warehouse section at PT Cahaya Indah Sangsurya in Pekanbaru.

H2 = Conflict affects the performance of employees of the loading and unloading warehouse section at PT Cahaya Indah Sangsurya in Pekanbaru.

H3 = Financial compensation and conflict affect the performance of employees of the loading and unloading warehouse section at PT Cahaya Indah Sangsurya in Pekanbaru.

### METHODS

The variables in this study consist of 2 variables, namely independent variables including Financial Compensation and Conflict. The second variable is the dependent variable, namely Employee Performance. Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions Sugiyono (2017: 18). The population in this study is all employees of the loading and unloading warehouse department who work at PT Cahaya Indah Sangsurya Pekanbaru totaling 42 (forty two) respondents. The sample is part of the number and characteristics possessed by the population. The sample determination in this study is a saturated sample (census). According to Sugiyono (2017), saturated sampling or census is a sampling technique when all members of the population are used as samples. In this study because the population is small (limited) so it is not possible to use samples, so the researcher took the number of samples equal to the population or called the census, namely all loading and unloading employees at PT Cahaya Indah Sangsurya Pekanbaru totaling 42 (four two) respondents. The power collection method used in this study is Field Research, which is carried out by conducting direct reviews at institutions that are objects to obtain primary and secondary data.

## RESULTS AND DISCUSSION

### Multiple Linear Regression Test

**Table 3 Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,742	3,199		2,733	,009
	Financial Compensation	,661	,136	,631	4,855	,000
	Work Conflict	,186	,083	,291	2,238	,031

a. Dependent Variable: Employee performance

Source: Processed Data 2023

Based on table 3, it can be seen that the regression equation formed is as follows:

$$Y = 8,742 + 0,661X_1 + 0,186X_2$$

From the equation it can be explained that:

1. The constant of 8.742 means that if the value of financial compensation and Work Conflict is very low, then the value of Employee Performance is 8.742 units
2. The financial compensation regression coefficient of 0.661 states that for every addition to the value of financial compensation of 1 unit, the value that Employee Performance will increase by 0.661. The regression coefficient of financial compensation is positive, so it can be said that the direction of the influence of the financial compensation variable on the employee performance variable is positive.
3. The work conflict regression coefficient of 0.186 states that every additional 1 unit of Work Conflict, it is predicted that Employee Performance will increase by 0.186. Conversely, every decrease in 1 unit of Work Conflict, the value of Employee Performance increases by 0.186, if the value of financial compensation remains. The coefficient of work conflict is positive, so it can be said that the direction of influence of work conflict variables on employee performance variables is positive.

### Test t

**Table 4 Test Results t**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,742	3,199		2,733	,009
	Financial Compensation	,661	,136	,631	4,855	,000
	Work Conflict	,186	,083	,291	2,238	,031

a. Dependent Variable: Kinerja Karyawan

Source: Processed Data 2023



1. The calculated value in table 5.29, namely Financial Compensation of 4.855 by comparing  $t_{\text{calculate}}$  and  $t_{\text{table}}$ , namely ( $4.855 > 2.022$ ), then the hypothesis is accepted. The conclusion is that because the value of  $t_{\text{calculate}} > t_{\text{table}}$  ( $4.855 > 2.022$ ) and its significance is smaller than 0.05 ( $0.000 < 0.05$ ), compensation has a significant effect on the performance of PT Cahaya Indah Sang Surya employees
2. The calculated value in table 5.29, namely Work Conflict of 2.238 by comparing  $t_{\text{calculate}}$  and  $t_{\text{table}}$ , namely ( $2.238 < 2.022$ ), then the hypothesis is accepted. The conclusion is that because the value of  $t_{\text{calculate}} > t_{\text{table}}$  ( $2.238 < 2.022$ ) and its significance is smaller than 0.05 ( $0.031 < 0.05$ ), the Work Conflict has a significant effect on the Performance of PT Cahaya Indah Sang Surya Employees

### Test F

**Table 5 F Test Results**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1196,853	2	598,426	70,135	,000 <sup>b</sup>
	Residual	332,766	39	8,532		
	Total	1529,619	41			

Source: Processed Data 2023

From table 5 can it is known that the  $F_{\text{calculate}}$  value is 70.135 with  $F_{\text{table}}$  is 2.84. This shows that  $F_{\text{calculate}} = F_{\text{table}}$  with a significant value smaller than the predetermined significance level of  $0.000 < 0.05$ . It can be concluded that there is an effect of Financial Compensation and Work Conflict together on Employee Performance.

### Coefficient of Determination Test

**Table 6 Coefficient of Determination Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,855 a	,732	,718	3,243	1,556

a. Predictors: (Constant), Konflik Kerja, Kompensasi Finansial

b. Dependent Variable: Kinerja Karyawan

Source: Processed Data 2023

The results of the regression calculation in table 5.31 can be seen that the coefficient of determination (*Adjusted R Square*) obtained is 0.718, this means that the variation can be explained by the variables Financial Compensation and Work Conflict by 71.8%, while the remaining 28.2% is explained by other variables that are not proposed in this study. It can



also be seen that the number of coefficients of determination that is getting closer to 1 (one) means that every increase in the independent variable, it will affect the increase in the dependent variable which means the variables Financial Compensation and Work Conflict will affect the increase in the variable Employee Performance.

In this study, two independent variables and one dependent variable were used, namely Financial Compensation (X1) and Work Conflict (X2) to determine the effect on Employee Performance (Y) at PT Cahaya Indah Sangsurya Pekanbaru. Based on this study, it can be seen that the variables Financial Compensation (X1) and Work Conflict (X2) have a positive and significant effect simultaneously on Employee Performance (Y). This significant value shows that the increase and decrease in Financial compensation and work conflicts affect the performance of PT Cahaya Indah Sangsurya Pekanbaru employees.

### **Effect of Financial Compensation on Employee Performance**

Based on the results of the study, it was found that financial compensation affects employee performance.

Compensation is a reward from the company given to employees for their services in doing their work and responsibilities. With the provision of compensation, it will create employee awareness in working to achieve company goals. With compensation, employees will work optimally and can increase employee motivation to complete their work and responsibilities.

Important factors to improve employee performance by providing compensation, can be salaries, incentives, bonuses, benefits, employment and work environment. The size or size of compensation can affect the level of employee performance. The greater the compensation received, the more active employees will be to work.

The results of this study are in line with research conducted by Pudjono Wibowo (2018), Ratulangi (2017) and Afriansyah (2014) which shows that compensation has a positive effect on employee performance.

### **The Effect of Work Conflict on Employee Performance**

Based on the results of the study, it was found that work conflicts affect employee performance.

Conflict is a process that begins when one party has the perception that the other party has negatively influenced, or will negatively influence, something that is the first party's concern or interest.

Basically, conflicts that occur in a company are very influential on decreasing employee performance, so that it can cause not to achieve goals. If the level of conflict is at a low or high level with a dysfunctional nature of conflict, it will have an impact on low employee performance. In addition, conflict always has a negative impact on employee behavior, such as the emergence of work tension, increased work turnover, decreased job satisfaction, decreased organizational commitment and decreased overall performance. So



that high work conflicts will be able to cause increased work stress that can make it difficult for employees to focus and reduce employee performance.

Based on descriptive analysis, it is known that work conflicts make employee performance decrease more such as frequent tensions due to personal problems between employees, differences in vision in doing work and differences in viewpoints in solving a problem make employees experience work conflicts. For this reason, employees expect the provision of social activities so that solidarity between employees is closer, so as to suppress differences in viewpoints that cause work conflicts.

The results of this study are in line with research conducted by Muhamad Ekhsan (2020), Kevin Tangkawang (2019) and Afriansyah (2014) which states that work conflicts have a significant positive effect on employee performance.

### **The Effect of Financial Compensation and Work Conflict on Employee Performance**

Based on the results of the analysis of the answers given by respondents and the results of the study, it was found that financial compensation and work conflicts affect employee performance.

The main purpose of compensation seems undisputed, which is to attract qualified employees, retain employees, motivate performance, build employee commitment, and one thing that is often forgotten is to encourage the improvement of employee knowledge and skills in an effort to improve the competence of the organization as a whole. Thus, compensation can also be seen as one aspect of human resource development (HR). The working conditions experienced by mechanics require mechanics to have high morale, in order to work optimally and work results that can be accounted for. If the work done is not optimal, it can endanger workers who use ships that have been repaired, so the work done by mechanics must be really considered.

Basically, conflicts that occur within a company are very influential on decreasing employee performance, so that it can cause non-achievement of goals. If the level of conflict is at a low or high level with a dysfunctional nature of conflict, it will have an impact on low employee performance. However, if the level of conflict is at an optimal level and is functional, it will have an impact on the high performance of employees in an organization. Conflict has a negative impact on employee behavior, such as the emergence of work tension, increased work turnover, decreased job satisfaction, decreased organizational commitment and decreased overall performance. In field work conditions experienced by mechanics, if the mechanic experiences work conditions that have work conflicts that cannot be resolved properly by superiors, it will make it difficult for the company itself because the work done by the mechanic work requires good teamwork, so that if there is a work conflict it can reduce teamwork and employee performance.

Based on the results of respondents' responses to each respondent's answer, it is known that bonuses and dependencies in carrying out tasks are still not met, so they are the lowest indicators in the variables of financial compensation and work conflict, so by increasing financial compensation and increasing solidarity to eliminate awkwardness and tension between employees can improve employee performance.

The results of this study are in line with research conducted by Afriansyah (2014) which states that financial compensation and work conflicts have a positive effect on employee performance.

## **CLOSING**

### **Conclusion**

Based on the results of research and discussion, several conclusions can be drawn as follows:

1. Financial Compensation affects Employee Performance at PT Cahaya Indah Sangsurya Pekanbaru.
2. Work Conflict against Employee Performance at PT Cahaya Indah Sangsurya Pekanbaru.
3. Financial Compensation and Work Conflict affect Employee Performance at PT Cahaya Indah Sangsurya Pekanbaru.
4. Based on the calculation of the coefficient of determination analysis, results are obtained with strong categories so that it can be stated that employee performance variables can be explained by the variables Financial Compensation and Work Conflict. The better the value of financial compensation and the lower the value of work conflicts, the higher the value of employee performance.

### **Suggestion**

Based on the results of research, discussion, and conclusions obtained, the suggestions that can be given are as follows:

1. It is recommended to PT Cahaya Indah Sangsurya Pekanbaru that bonus distribution should be carried out based on individual targets that have been achieved by employees, so that if outstanding employees will get appreciation in the form of receiving bonuses that are greater than employees with low achievements.
2. It is recommended to PT Cahaya Indah Sangsurya Pekanbaru that the company should provide clear tasks and work in accordance with the jobdesk of each employee. In addition, leaders or managers should be more assertive and neutral in solving problems between colleagues, so that conflicts that occur between colleagues can be overcome.
3. It is recommended to PT Cahaya Indah Sangsurya Pekanbaru that the company should review the duties, salaries, incentives and bonuses given to employees so that employees feel the results of their work are appreciated by the company. It is also expected that leaders or managers can pay more attention to employees and be more neutral in solving problems to reduce disputes between colleagues.
4. For researchers who are interested in conducting further research, it is better to add another variable because the value of the coefficient of determination (Adjusted R square) of 71.8% indicates that there are still other variables such as work motivation and work stress that affect Employee Performance by 28.2% and suggest using more samples.

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