

Compensation and Work Environment on Employee Performance at PT Pos Indonesia Probolinggo

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ABSTRACT

The local postal service faces operational delays and a decline in customer service quality, indicating a problem in how the staff performs their daily tasks. This study aims to analyze the effect of financial compensation and physical work environment on employee performance at the city postal office. We applied a quantitative method with an associative approach to answer our research questions. We gathered primary data by distributing printed questionnaires to all employees working in the branch. We analyzed the respondent answers using a multiple linear regression statistical tool. Our data analysis reveals that providing fair financial compensation gives a positive and significant effect on how employees complete their daily work. We also find that a clean and safe office environment directly improves the overall productivity of the staff. Both financial rewards and physical office conditions simultaneously influence the daily work output. We conclude that paying the employees adequately and maintaining a comfortable workspace are highly effective strategies to maximize the performance of postal workers.

Keywords: Compensation, Work Environment, Employee Performance, Human Resources, Postal Service

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1. INTRODUCTION

In this modern globalization era, human resources play a very central role in deciding whether an organization succeeds or fails. Every company needs a strong team to survive in a highly competitive market. We see this reality clearly at PT Pos Indonesia (Persero) Probolinggo City, a state-owned enterprise that must constantly improve its daily operations. The company faces high pressure to maintain an optimal level of employee performance to adapt to the fast digitalization of public services. If the workers do not perform well, the whole postal system in the city will face serious disruptions.

Despite the clear need for high efficiency, we found several real problems on the ground during our preliminary observation. There are noticeable delays in completing daily work tasks and a visible decline in the overall quality of customer service. These issues directly show that the current employee performance is not reaching its maximum potential. We understand that a person's work output is strongly shaped by the financial rewards they receive and the physical conditions of their office. When a company gives fair compensation and builds a comfortable work environment, it naturally boosts employee motivation and daily productivity.



Literature Review and Previous Research. Compensation involves all the financial rewards, intangible services, and specific benefits that workers receive as a direct result of their employment relationship (Simamora, 2004, as cited in Ngatimun et al., 2016). It covers every form of direct and indirect reward given to honor the services provided by the staff (Caruth & Handlogten, 2001, as cited in Septiani et al., 2024). We also view it as all forms of appreciation provided by the company for the work results achieved by the team members (Zunaidah et al., 2020). To measure this variable properly, we look at clear indicators such as the basic wages, performance incentives, regular allowances, and the work facilities given to the staff. Previous studies by Dwianto (2019) and Arifudin (2019) proved that providing fair and adequate compensation directly motivates workers and significantly improves their overall performance.

Work Environment refers to everything present around the workers that can actively influence how they execute their daily assigned duties (Sunyoto, 2012, as cited in Soelistya et al., 2021). A good workspace gives a direct positive impact on the staff and creates a strong enthusiasm that pushes their productivity higher (Nabawi, 2019). Working alongside highly motivated people in a good setting also helps everyone finish their jobs on time and up to standard (Panjaitan, 2018, as cited in Soelistya, 2023). We measure this specific condition using physical indicators, which include workplace lighting, air circulation quality, noise levels, unpleasant odors, and workplace security (Sedarmayanti, 2010, as cited in Juliani et al., 2023). Previous research by Juliani et al. (2023) clearly showed that a safe and comfortable environment plays a huge role in supporting better employee performance.

Employee Performance represents the final output and work behavior shown by the staff while completing their organizational duties. We can actually improve someone's work output if we focus on fixing the operational problems they face instead of simply blaming the individual (Hawley, 2005, as cited in Sulaksono, 2015). When the company supports the workers properly, they will naturally deliver a higher quality of service to the public. In this study, we measure employee performance using five main indicators: the quality of their work, the quantity of their output, their timeliness, their overall work effectiveness, and their personal commitment to the company (Robbins, 2006, as cited in Silaen et al., 2021). Previous studies consistently indicate that evaluating these specific indicators helps management understand the true capacity of their human resources.

Gap Analysis and Novelty Statement. Many previous researchers have studied human resources management in private retail companies or large manufacturing factories. We rarely find studies that specifically evaluate how traditional state-owned enterprises handle their internal human resource strategies while facing massive digital disruptions. Private companies usually have very flexible bonus systems to quickly boost worker enthusiasm. State-owned companies operate under strict bureaucratic rules regarding how they pay their staff and manage their office spaces. This difference creates a clear research gap in understanding how fixed compensation structures actually affect the daily productivity of public service workers.

Our research fills this specific gap by bringing the analysis directly into PT Pos Indonesia (Persero) Probolinggo City. The novelty of our study lies in testing the combination of compensation and work environment in a local postal branch that is currently struggling to modernize its services. We want to see if traditional financial rewards and physical office improvements are still effective in motivating postal workers today. By focusing on this specific local branch, we offer fresh and practical insights that the branch manager can immediately use to fix their current operational delays.

Research Objectives. The main objective of our study is to understand and analyze the factors that shape the work results of the employees at this state-owned enterprise. First, we want to see if the current compensation system has a positive and significant effect on employee



performance at PT Pos Indonesia (Persero) Probolinggo City. Second, we aim to measure whether the physical work environment provides a positive and significant effect on their daily work performance. Finally, we want to find out if compensation and work environment simultaneously produce a positive and significant effect on employee performance in this specific branch.

Hypothesis. Based on our logical thinking and the previous studies we reviewed, we formulated three main hypotheses to guide our data testing process. We strongly suspect that compensation has a positive and significant effect on employee performance at PT Pos Indonesia (Persero) Probolinggo City. We also hypothesize that a good and comfortable work environment gives a positive and significant effect on the employees' daily performance. Lastly, we believe that fair compensation and a supportive work environment simultaneously provide a positive and significant effect on the overall employee performance at the company.

2. METHOD

We designed this study using a quantitative research method (Dhany & Rahmansyah, 2022; Hudzafidah, Dhany, et al., 2023; Rahmansyah, Hudzafidah, et al., 2024) with both descriptive and associative approaches because we want to clearly describe the current conditions at the office and accurately measure the cause-and-effect relationship between our specific variables (Dhany et al., 2025; Hudzafidah, Rahmansyah, et al., 2023; Rahmansyah, Dhany, et al., 2024; Rahmansyah & Dhany, 2023). Specifically, we aim to test how Compensation and Work Environment directly affect Employee Performance using numerical data. We conducted this research directly at PT Pos Indonesia (Persero) Probolinggo City. When mapping out the population, we focused on the actual workers who handle the daily operations and public services in that specific branch. Because the total number of staff in the office is quite small and manageable, we took the entire population as our sample, giving us a solid total of exactly 40 respondents. We believe taking all 40 employees provides the most accurate and representative picture of the real working conditions inside the company. To gather the necessary information from these workers, we went directly to the field and collected our primary data using three main practical techniques: direct observation, structured questionnaires (Elmas et al., 2026), and documentation. During our observation, we looked at the physical office layout and how the staff completed their daily tasks. For the main data, we distributed printed questionnaires to all 40 employees and asked them to fill out their honest opinions regarding the financial Compensation they receive, the physical Work Environment they experience every day, and their overall Employee Performance. We also gathered secondary data through company documentation to support our primary findings. After all the questionnaires were returned and checked, we moved to the data analysis stage. We first tested the data using validity and reliability tests to make sure our questionnaire items were truly accurate and consistently understood by all respondents before doing further analysis. Once the data quality was confirmed, we ran several classical assumption tests, including a normality test to check data distribution, a multicollinearity test to ensure our independent variables were not overlapping, and a heteroscedasticity test. Finally, we performed a multiple linear regression analysis, alongside partial t-tests (Rahmansyah et al., 2021, 2022) and simultaneous F-tests, to clearly calculate the exact statistical impact of Compensation and Work Environment on Employee Performance at the postal office.



3. RESULTS AND DISCUSSION

RESULTS

Table 1. Compensation (X1) Validity Test Results

Statement	r Count	r Table 5% (n=38)	Status
1	0.718	0.2638	Valid
2	0.684	0.2638	Valid
3	0.808	0.2638	Valid
4	0.361	0.2638	Valid
5	0.590	0.2638	Valid
6	0.702	0.2638	Valid
7	0.650	0.2638	Valid
8	0.731	0.2638	Valid

Table 1 presents the validity test results for the Compensation statements in our questionnaire. We compared the calculated r-value of each item against the standard r-table value of 0.2638 for our 40 respondents. Our data shows that all eight statements have r-count values well above the minimum requirement. Because all numbers successfully meet the standard, we confirm that our questions accurately measure the Compensation variable and are valid for field data collection.

Table 2. Work Environment (X2) Validity Test Results

Statement	r Count	r Table 5% (n=38)	Status
1	0.733	0.2638	Valid
2	0.685	0.2638	Valid
3	0.753	0.2638	Valid
4	0.734	0.2638	Valid
5	0.794	0.2638	Valid
6	0.609	0.2638	Valid
7	0.756	0.2638	Valid
8	0.918	0.2638	Valid
9	0.761	0.2638	Valid
10	0.773	0.2638	Valid

Table 2 displays the validity test results for the Work Environment indicator. Similar to the first variable, we checked all ten statements against the 0.2638 threshold. The analysis reveals that the calculated r-values range from 0.609 to 0.918, which means every single item passes the test. We can safely state that this section of our instrument is valid and perfectly captures the actual physical working conditions inside the office.

Table 3. Employee Performance (Y) Validity Test Results

Statement	r Count	r Table 5% (n=38)	Status
1	0.801	0.2638	Valid
2	0.852	0.2638	Valid
3	0.677	0.2638	Valid
4	0.786	0.2638	Valid
5	0.835	0.2638	Valid
6	0.864	0.2638	Valid
7	0.774	0.2638	Valid
8	0.791	0.2638	Valid
9	0.759	0.2638	Valid
10	0.783	0.2638	Valid

Table 3 shows the validity scores for the Employee Performance variable. We find that all ten statements used to measure how well the staff works produce r-count numbers strictly higher than 0.2638. Since every single item successfully clears the required minimum mark, we confirm that our questionnaire perfectly represents the intended daily performance aspects of the employees.



Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Status
Compensation (X1)	0.805	0.60	Reliable
Work Environment (X2)	0.913	0.60	Reliable
Employee Performance (Y)	0.930	0.60	Reliable

Table 4 summarizes the reliability test results to check if our research instrument gives consistent answers. We evaluate this by looking at the Cronbach's Alpha value, which must be greater than 0.60. Our data indicates that Compensation scores 0.805, Work Environment scores 0.913, and Employee Performance records a high 0.930. Because all three variables easily pass the critical value, our questionnaire is highly reliable and safe to use for the next statistical steps.

Table 5. Normality Test Results

Model	Asymp. Sig. (2-tailed)	Requirement	Status
1	0.200	> 0.05	Normal Distribution

Table 5 provides the normality test results based on the One-Sample Kolmogorov-Smirnov test. We use this to see if our research data is normally distributed. The statistical output shows an asymptotic significance value of 0.200. Since this number is clearly larger than the 0.05 standard requirement, we confirm that our data meets the normal distribution assumption needed to run a proper regression model.

Table 6. Multicollinearity Test Results

Variable	Tolerance	Requirement	VIF	Requirement
Compensation (X1)	0.889	> 0.10	1.124	< 10
Work Environment (X2)	0.889	> 0.10	1.124	< 10

Table 6 details the multicollinearity test to ensure our independent variables do not overlap with each other. We observe that both Compensation and Work Environment have a tolerance value of 0.889 and a Variance Inflation Factor (VIF) of 1.124. Because the tolerance is above 0.10 and the VIF is perfectly below 10, we can safely state that our regression model has no multicollinearity issues.

Table 7. Heteroscedasticity Test Results

Variable	Sig.	Requirement	Status
Compensation (X1)	0.736	> 0.05	No Issue
Work Environment (X2)	0.791	> 0.05	No Issue

Table 7 displays the heteroscedasticity test results to check the variance of the residuals in our model. Our analysis shows a significance value of 0.736 for Compensation and 0.791 for Work Environment. Both of these significance values are strictly higher than the 0.05 threshold. This means our data is completely free from any heteroscedasticity problems and remains very stable for further testing.

Table 8. Multiple Linear Regression Test Results

Variable	Unstandardized Coefficients (B)
Constant	1.261
Compensation (X1)	0.622
Work Environment (X2)	0.484

Table 8 presents the multiple linear regression coefficients for our research variables. We see a constant value of 1.261, which represents the base score of Employee Performance when both independent variables are zero. Compensation has a positive coefficient of 0.622, meaning that any improvement in the financial reward system will directly increase the employees' output. Work Environment also records a positive coefficient of 0.484. These numbers prove that providing



fair pay and creating a comfortable office space directly boost the overall work performance of the staff.

Table 9. Partial Test (t-Test) Results

Variable	t Count	Sig.	Requirement	Status
Compensation (X1)	3.823	0.000	< 0.05	Significant Effect
Work Environment (X2)	3.915	0.000	< 0.05	Significant Effect

Table 9 summarizes the partial test results used to prove the direct impact of each independent variable. Our data shows that Compensation has a calculated t-value of 3.823 with a perfect significance of 0.000. Work Environment records a t-value of 3.915, also with a significance of 0.000. Because both significance values fall completely below the 0.05 mark, we accept our individual hypotheses and confirm that Compensation and Work Environment separately give a positive and significant effect on Employee Performance.

Table 10. Simultaneous Test (F-Test) Results

Model	F Count	Sig.	Requirement	Status
1	22.434	< 0.001	< 0.05	Significant Effect

Table 10 provides the simultaneous test results to see if our independent variables affect the dependent variable together. We find that the model produces an F-count of 22.434 with a significance value of less than 0.001. Since this significance level is strictly smaller than the 0.05 limit, we accept our final hypothesis. This means that Compensation and Work Environment work together simultaneously to create a significant positive impact on Employee Performance at the company.

DISCUSSION

There is a positive and significant effect of Compensation on Employee Performance at PT Pos Indonesia (Persero) Probolinggo City. Our statistical testing reveals that Compensation provides a positive and significant effect on Employee Performance. We can explain this finding through a very basic economic reality that happens in every workplace. When people apply for a job, their main goal is to earn money to support their daily living needs. At a state-owned enterprise like PT Pos Indonesia (Persero) Probolinggo City, the employees handle heavy daily tasks, from sorting packages to serving customers at the front desk. If the company pays them a fair basic salary, they feel that their hard physical work is properly valued. Beyond the basic salary, the presence of extra financial incentives directly pushes the workers to work faster and reduce errors. When an employee knows that delivering more packages or serving more customers will give them extra money at the end of the month, they will naturally increase their daily output. They stop being lazy because their extra effort directly translates into a higher income. This clear reward system makes the workers highly motivated to reach the company's daily service targets.

We observe that the compensation system at the Probolinggo postal branch also includes important allowances, such as family, food, and health benefits. These allowances play a massive role in creating financial peace of mind for the employees. When a worker does not have to worry about their family's medical bills or daily meals, they can focus all their energy and attention on their office tasks. They become more loyal to the company and try their best to avoid making mistakes that could hurt their career. This field reality is strongly supported by previous research conducted by Dwianto (2019) and Arifudin (2019), who confirmed that providing an adequate and fair compensation package is the most effective method to maximize an employee's work performance. When the management ensures that the financial rewards match the workload, the workers will automatically respond by giving their best service quality to the public. We conclude that managing the payroll system properly is not just an administrative duty, but a core strategy to keep the postal operations running smoothly.



There is a positive and significant effect of Work Environment on Employee Performance at PT Pos Indonesia (Persero) Probolinggo City. Our data analysis shows that the Work Environment has a positive and significant effect on Employee Performance at the company. We can easily understand this through practical daily logic. Postal workers spend at least eight hours a day inside the office or sorting warehouse. This physical space directly affects their mood, physical health, and concentration levels. A good work environment means having enough lighting to read small addresses on packages, a cool room temperature, and a clean space to walk around safely. If the sorting room is too dark, hot, or noisy, the workers will get tired very quickly. Physical exhaustion leads to a lack of focus, which then causes serious work errors, like sending a package to the wrong city. On the other hand, when the management provides proper air circulation, clean desks, and a safe working area, the employees feel comfortable doing their jobs. They can organize documents neatly and process customer requests much faster. A pleasant physical space directly removes unnecessary physical stress, allowing the staff to maintain a high work speed from morning until the afternoon.

The daily reality at the PT Pos Indonesia (Persero) Probolinggo City office shows that security and a peaceful atmosphere are very important for the staff. Because they handle valuable items, money, and important public documents, feeling secure in their workplace is a top priority. When the office is well-organized and free from disturbing noises, the employees can communicate better with their team members and serve the customers with a friendly attitude. We find that a comfortable office acts as a second home that makes the workers happy to come to work every day. This actual condition aligns with the academic findings from Nabawi (2019) and Juliani et al. (2023), who stated that improving the physical conditions of the workplace directly boosts the enthusiasm and daily productivity of the employees. We see that fixing broken lamps, maintaining the air conditioners, and keeping the office clean are very practical steps that the management must do. These simple physical improvements do not cost a lot of money, but they give a massive return by making the employees perform their duties efficiently and without complaints.

There is a positive and significant simultaneous effect of Compensation and Work Environment on Employee Performance at PT Pos Indonesia (Persero) Probolinggo City. Our statistical testing proves that Compensation and Work Environment simultaneously provide a positive and significant effect on Employee Performance. To understand this combined effect, we must look at the employee as a whole human being who needs both financial security and physical comfort. Giving a high salary is very good, but if the office is extremely dirty, hot, and unsafe, the employee will eventually feel stressed and want to resign. On the other hand, a beautiful and clean office is useless if the salary is too small to buy daily food. Therefore, these two factors must always work together. At the Probolinggo postal office, when the management successfully balances fair pay with a comfortable workspace, they solve the two biggest problems for any worker. The financial reward takes care of the employee's life outside the office, while the good physical environment takes care of their condition inside the office. When both of these basic needs are fully met at the same time, the worker reaches a state of complete job satisfaction. This complete satisfaction is the main engine that drives the highest level of work quality and daily output.

We observe that combining good pay and a nice office creates a very strong work culture at PT Pos Indonesia (Persero) Probolinggo City. When the staff receives fair incentives and sits in a well-lit, cool room, their physical energy and mental motivation are at their peak. They do not have any reasons to be lazy or complain about the management. Instead, they feel respected and appreciated by the company. This mutual respect makes them highly willing to handle heavier workloads, especially during busy shipping seasons. They will serve the public faster and make fewer administrative mistakes. This field finding is strongly supported by the research from Soelistya et al. (2021) and Kumala and Saputro (2024), who confirmed that combining a fair compensation strategy with a supportive physical environment is the ultimate key to unlocking maximum employee performance. We conclude that the company cannot simply choose to focus



on just one aspect. To ensure the postal services run perfectly and the customers remain happy, the management must constantly pay attention to both the workers' bank accounts and their physical office conditions simultaneously.

4. CONCLUSION

We conclude that Compensation has a positive and significant effect on Employee Performance at PT Pos Indonesia (Persero) Probolinggo City. Our results show that the Work Environment has a positive and significant effect on Employee Performance. We find that Compensation and Work Environment simultaneously have a positive and significant effect on Employee Performance. For future research, we suggest adding other independent variables such as work motivation and discipline to provide a broader understanding of the factors affecting employee performance.

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