
The Influence of Work Motivation and Compensation on the Performance of Service Division Employees (Study At A Car Company In Bandung)

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ABSTRACT

This study examines the impact of work motivation and compensation on the performance of employees in the service division of a car company in Bandung. Work motivation and remuneration are critical variables influencing employee performance in an organization, particularly in the service industry, which requires optimal productivity and service quality. The employed research method is a descriptive analysis utilizing a quantitative methodology. Data were gathered by distributing questionnaires to personnel in the service division of the studied organization. The data analysis employed Pearson Product Moment correlation and coefficient of determination analysis with IBM SPSS Statistics software.

The study's findings demonstrate that work motivation and compensation positively influence employee performance. A regression study demonstrates a robust correlation between job motivation and compensation for employee performance. This condition suggests that elevated job motivation and an improved remuneration structure will significantly enhance employee performance. The study's results indicate that job motivation has a more significant impact on employee performance than compensation. Both aspects concurrently contribute significantly to enhancing employee performance.

These findings underscore organizations' need to prioritize work-motivating aspects and offer equitable and competitive remuneration to enhance employee performance. This study's conclusions can inform the development of firm policies that enhance employee performance through improved human resource management practices. By recognizing the significance of job motivation and remuneration, corporate management is anticipated to cultivate a supportive work environment, foster excitement, and enhance staff productivity within the automotive service sector.

Keywords: Work Motivation, Compensation, Employee Performance

INTRODUCTION

The industrial sector is a fundamental component of Indonesia's economic growth and essential for the government's efforts to enhance national economic growth. It is comprised of both government and private ownership. The transportation, machinery, and equipment industry group significantly contributes to Indonesia's economic growth and is experiencing expansion. This condition is inextricably linked to the influence of several foreign investors entering Indonesia. The growth of this industrial group is accelerating.

The swift advancement of the transportation, machinery, and equipment sector has led to a rise in the number of transportation firms across Indonesia. This condition is further corroborated by the increasing societal demand for vehicles, which have become a fundamental necessity. Human activities are presently inseparable from cars. Mobilization is essential for individuals to fulfill demands and attain objectives in daily life. An automobile is one of the contemporary methods of human mobilization. Automobiles are a mode of transportation that significantly enhances human existence. Cars utilize engine power as a driving force, similar to other machines, to perform their intended function. (Sadikin, Nuraeni, Mutmainnah, Yuniwati & Riyanti, 2023; Rismawati, Hadian, Manik & Titi, 2021; Megawaty, Hamdat & Aida, 2022)

Contemporary businesses must cultivate elevated employee performance to advance the organization. Performance is a significant issue inside an organization or agency. Effective employee performance is not spontaneous; it necessitates a systematic procedure and ongoing assessment.

Performance results from effort and conduct accomplishing assigned duties and obligations within a specified timeframe. The efficacy of initiatives to enhance employee performance correlates with proficient human resource management at the individual, organizational, and workgroup levels. Human resources significantly influence organizational management, indicating that performance aligned with expectations will be achieved when individuals possess the requisite power and capability to meet the demands of organizational activities. As competition among businesses intensifies, corporations must confront the difficulty of sustaining operational continuity.

Numerous factors affect employee performance at a Car Company in Bandung. To identify the factors affecting employee performance, researchers performed a study by administering a pre-questionnaire to 30 employees in the service division of a car company in Bandung in December 2022.

The individual performance targets assigned to each employee do not align with our expectations. While the quality aspect is satisfactory, there are notable deficiencies, particularly in service delivery and interpersonal friendliness. The volume of work assigned remains inadequately completed. Furthermore, employee comprehension of their assigned tasks is suboptimal, with many lacking a thorough understanding of their duties and responsibilities. Additionally, employee creativity is insufficient; many tend to be monotonous and lack innovation in executing their roles. Although collaboration is generally effective, some employees fail to engage optimally in teamwork. Lastly, employee initiative is lacking, with numerous individuals demonstrating insufficient

proactivity in fulfilling their responsibilities. While individual independence and quality are generally commendable, there are instances where specific individuals struggle to operate autonomously and continue to rely on others, resulting in suboptimal quality throughout the group. (Sesario, Lubis, Abidin, Munizu & Marihi, 2024; Nugraha & Zulfikar, 2023; Hajiali, Kessi, Budiandriani, Prihatin & Sufri, 2022)

The industrial sector constitutes a fundamental foundation of economic growth in Indonesia. The industrial sector is essential for the government's efforts to enhance national economic growth. The industrial sector is comprised of both government ownership and private ownership. The transportation, machinery, and equipment industry group significantly contributes to economic growth in Indonesia and is experiencing expansion. This situation is inextricably linked to the impact of various foreign investors in Indonesia aimed at facilitating the rapid development of this industrial sector. (Sidharta & Affandi, 2016; Sutaguna, Sampe, Dima, Pakiding & Yusuf, 2022; Purnomosidi & Priadana, 2020)

The swift advancement of the transportation, machinery, and equipment sector has led to a rise in the number of transportation businesses across Indonesia. The increasing societal demands further substantiate this condition, as vehicles have become a fundamental necessity. Human activities are presently inextricable from cars. Mobilization is essential for individuals to fulfill demands and attain objectives in daily life. An automobile is one of the contemporary methods of human mobilization. Automobiles are a mode of transportation that significantly enhances human existence. Cars utilize engine power as a driving force, similar to other machines, to perform their intended function.

The contemporary business environment necessitates cultivating elevated staff performance to advance the organization. Performance is a significant issue inside an organisation or agency. Effective employee performance is not spontaneous; it necessitates a systematic procedure and ongoing assessment.

Performance results from effort and conduct accomplishing assigned duties and obligations within a specified timeframe. The efficacy of initiatives to enhance employee performance is intrinsically linked to proficient human resource management at the individual, organizational, and workgroup levels. Human resources significantly influence organizational management, indicating that performance aligned with expectations will be achieved when individuals possess the requisite power and capabilities to fulfill the demands of organizational activities. As rivalry among businesses intensifies, corporations encounter the problem of sustaining operational continuity.

Numerous factors affect employee performance at a Car Company in Bandung. Researchers conducted a study to identify the elements influencing employee performance by distributing a pre-questionnaire to 30 employees in the service division of a car company in Bandung in December 2022.

The individual performance targets assigned to each employee do not align with our expectations. While the quality aspect is satisfactory, there are notable deficiencies, particularly in service delivery and interpersonal friendliness. Additionally, the volume of work assigned remains inadequately completed. Employee comprehension of their designated tasks is suboptimal, with numerous individuals lacking a thorough understanding of their roles and responsibilities. Furthermore, employee creativity is

insufficient; many tend to be monotonous and lack innovation in executing their duties. Although collaboration is generally effective, some employees fail to engage in optimal teamwork. Lastly, employee initiative is lacking, with many demonstrating insufficient proactivity in fulfilling their responsibilities. The level of individual freedom and quality is generally commendable; nevertheless, there are instances where specific individuals struggle to operate autonomously and continue to rely on others, resulting in suboptimal quality throughout the group. (Atra, Yeti, Rahayu & Yusuf, 2022; Sinaga, 2023; Yusuf, Haryono, Hafid, Salim & Efendi, 2022)

Human resource management is a discipline that explicitly examines the dynamics and function of individuals within an organizational context. Employee performance is a metric that must be assessed and validated by relevant stakeholders to determine the extent of an organization's success in alignment with its vision and to evaluate the positive and negative repercussions of operational policies. This mindset will consistently cultivate passion among employees, influencing their comfort and enabling them to fulfill their everyday responsibilities. (Damayanti & Fitria, 2018; Hersona & Sidharta, 2017; Ulantini, Yuesti, Landra & Mendoza, 2022)

Human needs can be categorized into five tiers. The paramount necessity is the fundamental requirement for human sustenance, specifically clothing, food, and shelter. Moreover, Maslow posits that an individual prioritizes fulfilling their most fundamental wants, directing all available resources to serve these needs as required. The predominant method is to satisfy these requirements in any manner. The predominant method to satisfy these living necessities is employment, yielding benefits or outcomes from a job. Suppose the pay obtained is inadequate to fulfill his basic needs. In that case, he will persist in seeking alternative employment that may satisfy those needs, hindering his ability to concentrate on his current task. (Sutisna, Sukmalana, Satria & Arby, 2023; Tumi, Hasan & Khalid, 2022)

This condition may lead to a decline in his work motivation. Consequently, the corporation must guarantee that its compensation scheme is stable. Similarly, a pay scheme that prioritizes work presentation will enhance work motivation. Employees will exert considerable effort if the organization recognizes their diligence with awards, and if they labor under the assumption that all other company resources are supportive, their elevated drive will be evident. (Nugraha, HAMID & Qamaruddin, 2024; Widodo, 2022)

The author aims to perform and discuss research titled *The Influence of Work Motivation and Compensation on the Performance of Service Division Employees at a Car Company in Bandung*, as indicated by the significance of the aforementioned description.

METHOD

This study employs a quantitative methodology with a descriptive and verification approach aligned with the research objectives about the impact of motivation and compensation on employee performance. Hence, it facilitates the resolution of the research problem formulation.

Data gathering methodologies represent the most strategic phase in research. The primary objective of the study is to obtain data. In the absence of knowledge regarding the data-collecting technique, the researcher will fail to obtain data that adheres to the stated standards.

The research population comprises 30 employees from the service section of a car company in Bandung. This study employed no sampling technique, as the sample comprised only 30 employees, making it practical to consider the entire group as the sample without additional sampling.

The data testing method evaluates the validity and reliability of the measurement device utilized. Utilizing valid and reliable instruments for data collection is anticipated to yield valid and reliable study outcomes. Consequently, this study necessitates the administration of a questionnaire trial to assess the validity and reliability of the questionnaire's contents.

Validity testing is employed to assess the validity of a questionnaire. An instrument or questionnaire is considered valid if its questions effectively measure the intended construct. Validity testing is conducted by juxtaposing the computed *r*-value with the tabulated *r*-value to assess the feasibility of an item; a significance test for the correlation coefficient is typically conducted at a significance level of 0.05, indicating that an item is deemed valid if it exhibits a significant connection with the total score. The item, query, or variable is deemed legitimate if the computed *r* exceeds the tabulated *r* and is positive. The item, query, or variable is deemed invalid if the calculated *r* is less than the table *r*. Reliability testing assesses the consistency of questionnaire measurement outcomes upon repeated administration. Respondents' replies to questions are deemed reliable if each question is answered consistently and the responses are not random. To ensure dependability in this work, the author used the Cronbach Alpha method to test reliability.

RESULTS AND DISCUSSION

The validity test assesses the validity of an instrument (questionnaire) by connecting each respondent's variable score with the overall score of each variable. If the *r* count exceeds the *r* table at a significance level of 5% (0.05), the research instrument item satisfies the criteria, and the posed questions are deemed viable (valid). If the *r* count is less than the *r* table at a significance level of 5% (0.05), the research instrument item fails to meet the criteria, rendering the questions invalid. According to the *r* table, at a significance level of 5% and degrees of freedom $df = n - 2 = 28$, the corresponding *r* table value is 0.196; hence, a statistical test is initially conducted using SPSS 26. Upon validating the questionnaire items, the subsequent phase involves reliability testing. Reliability testing assesses the consistency of a questionnaire's value, indicating that if the research instrument is administered to the same group at different periods, the results will remain unchanged. This study employed Cronbach's Alpha approach for the reliability test, establishing that the alpha level must exceed the Alpha coefficient. A research instrument is considered dependable if its Cronbach Alpha exceeds 0.60. The output findings are presented in the tables, and the alpha level measurement was conducted using the SPSS 26 program.

Table 1. Outcomes of Data Validity Assessment and Data Reliability Evaluation

No	Work Motivation	Compensation	Employee Performance
1	0,498	0,645	0,683
2	0,440	0,453	0,581
3	0,485	0,424	0,581
4	0,688	0,559	0,592
5	0,629	0,603	0,691
6	0,623	0,655	0,466
7	0,688	0,453	0,741
8	0,616	0,424	0,679
9	0,671	0,559	0,756
10	0,626	0,430	0,577
11	0,440	0,679	0,418
12	0,592	0,637	0,592
13	0,659	0,408	0,643
14	0,661	0,418	0,655
15	0,638	0,444	0,664
Cronbach's Alpha	0,773	0,642	0,704

The validity test results for 15 indicators in this study demonstrate that all assessed assertions are valid. This condition is predicated on the Corrected Item-Total Correlation (*rhitung*) value, which exceeds the *rtabel* value of 0.361 at a significance level of 5 percent. Consequently, all indicators employed in this study are dependable for assessing the examined variables. The reliability test findings indicate that Cronbach's Alpha values are 0.704 for employee performance (Y), 0.773 for work motivation (X1), and 0.642 for remuneration (X2). Since all Cronbach's Alpha values exceed 0.60, the variables in this study are deemed reliable, indicating that the instruments employed can yield consistent results upon re-measurement. This study's findings reinforce the correlation between job motivation and compensation for employee performance. Work motivation has been demonstrated to exert a more significant influence than compensation on enhancing employee productivity. This condition indicates that internal factors, like intrinsic drive and job satisfaction, exert a more significant influence than external factors like salary. Remuneration remains crucial in fostering employee welfare and enhancing their allegiance to the organization.

This study's results indicate that enhanced job motivation, bolstered by an effective reward structure, significantly improves employee performance. Consequently, organizations should design policies encouraging employees, including recognizing job accomplishments, fostering a supportive work environment, and establishing an equitable and competitive compensation framework. This method enables organizations to sustain staff performance optimally and enhance competitiveness within the automotive sector.

This study significantly enhances the comprehension of the elements affecting employee performance, particularly within the automotive service sector. Its findings may serve as a foundation for corporate management in formulating more efficient human resource management methods to enhance employee productivity and well-being.

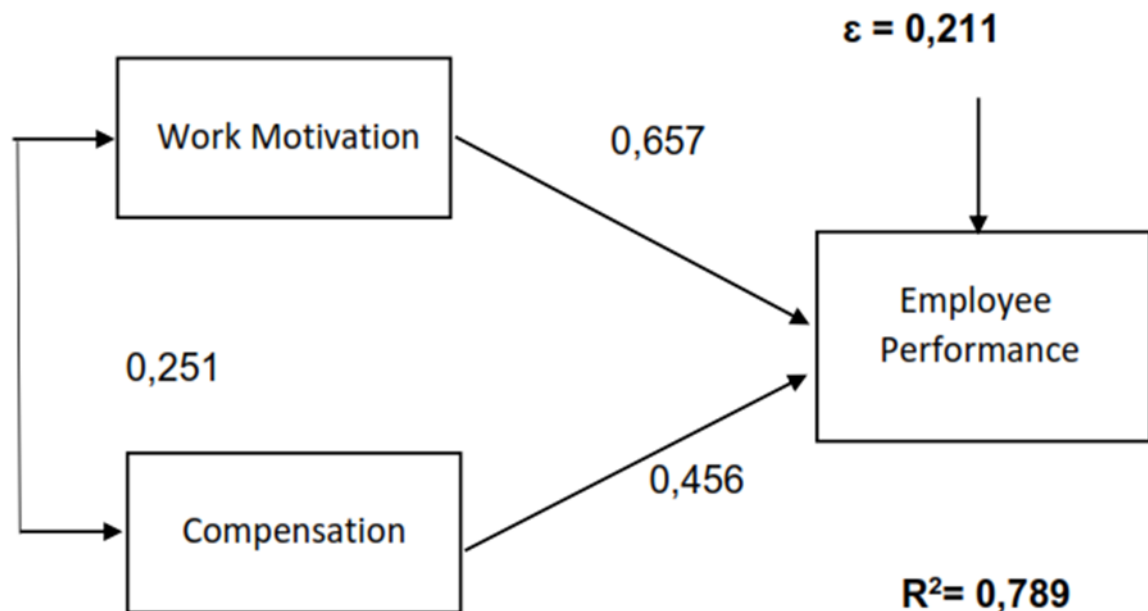


Figure 1. Summary of Path Coefficients

This study examines the impact of job motivation and compensation on employee performance within the Service Division of a car company in Bandung. This study uses Work Motivation and Compensation as independent factors, with Employee Performance as the dependent variable. This research model delineates the correlation between work motivation and compensation for employee performance, accompanied by a path coefficient value that indicates the degree of influence of each component.

The study's results indicate that work motivation positively influences employee performance, with a coefficient of 0.657. This condition indicates that greater employee work motivation correlates with a substantial boost in performance. In this context, work motivation may derive from several elements, including a supportive work environment, possibilities for career advancement, and a sense of accountability for one's tasks. Employees with elevated job motivation generally exhibit increased enthusiasm, enhanced productivity, and more substantial organizational commitment.

Moreover, salary positively influences employee performance, evidenced by a path coefficient 0.456. This condition indicates that the organization's superior remuneration, whether in salary, incentives, allowances, or other benefits, correlates with enhanced employee performance. Equitable and competitive remuneration can serve as a motivational factor for employees to enhance their performance and maximize their contributions to the organization. This condition aligns with motivation theory, which

posits that adequate compensation can enhance employee work satisfaction and loyalty. This study identified a correlation between job motivation and compensation, with a coefficient of 0.251. This condition indicates that the remuneration provided by the corporation can influence the degree of employee job incentive. In summary, adequate compensation from the corporation will enhance employee motivation. If the money received falls short of expectations, employee motivation may diminish.

The R^2 value in this study model was determined to be 0.789, signifying that the variables of work motivation and compensation collectively account for 78.9% of the variance in employee performance. This condition indicates that work motivation and remuneration considerations substantially enhance employee performance. Conversely, the remaining 21.1% is attributed to characteristics not encompassed within this study. Additional elements influencing employee performance encompass leadership, organizational culture, work environment, and individual attributes such as talents and experience. These factors can substantially influence performance, thus warranting consideration in subsequent studies. The results of this study offer significant implications for the management of an automotive firm in Bandung aimed at enhancing employee performance. A viable solution is to develop a more efficient work motivation program. The organization can offer awards for employee accomplishments, either as money or non-financial incentives, including recognition from supervisors, promotions, or opportunities for training and skill enhancement. Moreover, fostering a more suitable work atmosphere plays a significant role in enhancing job motivation. An agreeable work environment, amicable relationships among colleagues and supervisors, and an equilibrium between workload and remuneration can promote optimal employee performance.

Conversely, organizations must guarantee that the established compensation structure is competitive and equitable. Compensation aligned with employee effort and duties will enhance job satisfaction and organizational commitment. An effective compensation system encompasses competitive salaries, health benefits, performance bonuses, and additional amenities that enhance employee well-being. By offering sufficient remuneration, organizations may retain top-performing staff and diminish turnover rates that may adversely affect the stability of operations.

This study's results indicate that job motivation exerts a more significant influence than compensation on enhancing employee performance. This condition suggests that intrinsic motivation, including pride in one's job, fulfillment from completing goals, and a sense of belonging to the organization, is crucial in enhancing productivity. Consequently, organizations must focus on elements that can intrinsically drive people, like fostering a healthy work culture, offering chances for employee involvement in decision-making, and maintaining effective communication between management and staff.

Moreover, organizations must consider external elements that enhance job motivation and remuneration. In the automobile sector, intense rivalry necessitates companies to innovate to enhance services. Consequently, staff must receive training to enhance proficiency and deliver superior client service. Enhancing staff competence enables

organizations to elevate individual performance and bolster their competitiveness within the automotive sector.

This study offers significant insights for organizations in human resource management. Enhancing work motivation and providing adequate remuneration enable organizations to attain their business objectives and cultivate a more productive and committed team. The findings of this study can serve as a foundation for developing more strategic corporate policies, particularly on human resource management. Organizations can create more effective and sustainable policies by recognizing the significance of work motivation and remuneration in enhancing employee performance.

This study also presents an opportunity for additional research to investigate other aspects influencing employee performance. Subsequent research may investigate the influence of leadership on work motivation or how organizational culture might enhance the correlation between compensation and employee performance. By adopting a broader perspective, firms can better understand the factors affecting employee performance and formulate a more comprehensive strategy to enhance workplace effectiveness. This study offers academic and practical contributions to human resource management, particularly within the automobile sector. Organizations might leverage the findings of this study to design enhanced policies aimed at augmenting staff productivity and retaining high-caliber personnel. Consequently, organizations are anticipated to persist in assessing and innovating human resource management to maintain competitiveness in an expanding sector.

CONCLUSION

This study concludes that job motivation and compensation significantly impact employee performance in the Service Division of a Car Company in Bandung. Work motivation exerts a more significant impact than money on enhancing employee performance. This condition indicates that increased employee job motivation correlates with enhanced performance. Work motivation may derive from multiple sources, including a supportive workplace, possibilities for career advancement, and a sense of accountability for one's tasks. Highly motivated employees typically exhibit increased productivity, more commitment to the organization, and enhanced loyalty to their work.

Moreover, the salary offered by the organization has had a beneficial impact on employee performance. Equitable remuneration, whether through wages, incentives, or perks, can motivate individuals to exert significant effort and deliver optimal contributions. This study revealed a correlation between remuneration and work motivation, indicating that adequate compensation can enhance employee motivation. When the organization rewards employees appropriately, they feel more valued and progressively driven to perform at their best.

The study reveals that work incentives and compensation significantly enhance employee performance. Nonetheless, additional elements influencing employee

performance beyond job motivation and compensation include leadership, organizational culture, work environment, and individual competencies. Consequently, organizations must evaluate multiple factors that can enhance overall performance. Consequently, organizations must persist in enhancing job motivation and ensuring equitable compensation to optimize employee performance. Management can formulate more efficacious measures to enhance employee well-being, cultivate a supportive work environment, and offer incentives for high-performing personnel. Enhancing these elements will facilitate increased productivity and the attainment of the company's overarching business objectives.

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