



The Influence of Employee Empowerment and Compensation on Employee Performance at PT BPR Majalengka Jabar

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Improving employee performance can be achieved in various ways, one of which is by empowering employees and providing compensation according to employee expectations. The purpose of this study is to determine the effect of employee empowerment and compensation on employee performance. The method used in analyzing is descriptive and verification. A sample of 68 respondents was taken using a saturated sampling technique. Statistical testing using multiple regression analysis, the coefficient of determination and to test the hypothesis using the t test and F test using SPSS 25 for Windows software. The conclusions that the authors can convey after conducting research and discussion regarding the effect of employee empowerment and compensation on employee performance, it can be concluded as follows: The closeness of the relationship between the independent variable and the dependent variable is simultaneously indicated by the value of $R = 0.879$. This figure indicates a very strong closeness relationship all independent variables X on the dependent variable Y . Through the results of data processing, a predictive model for employee empowerment and compensation variables on employee performance can be formed as follows: $Y = 0.050 + 0.179X_1 + 1.060X_2$. The results of data processing show that the R^2 value is 0.881 or 88.1%, this illustrates that the contribution of employee empowerment and compensation to the increase or decrease in employee performance is 88.1% and the remaining 11.9% is a contribution from other variables not included in the model proposed in the study. Based on the hypothesis test shows that the value of $F_{count} = 240.225$, where the value of $F_{table} = 3.14$. So it is proven that there is a significant influence between employee empowerment and compensation on employee performance. Then H_0 is rejected and H_1 is accepted because $F_{count} (240.225) > F_{table} (3.14)$.

Keywords: Compensation, Employee Empowerment, Performance

Peningkatan kinerja karyawan dapat dicapai dengan berbagai cara, salah satunya dengan memberikan pemberdayaan karyawan serta memberikan kompensasi yang sesuai dengan harapan karyawan. Tujuan Penelitian ini yaitu untuk mengetahui pengaruh pemberdayaan karyawan dan kompensasi terhadap kinerja karyawan. Metode yang digunakan dalam menganalisis adalah deskriptif dan verifikatif. Sampel 68 responden diambil dengan menggunakan teknik sampling jenuh. Pengujian statistik menggunakan analisis regresi berganda, koefisien determinasi dan untuk menguji hipotesis menggunakan uji t dan uji F dengan menggunakan bantuan software SPSS 25 for Windows. Kesimpulan yang dapat penulis sampaikan setelah melakukan penelitian dan pembahasan mengenai pengaruh pemberdayaan karyawan dan kompensasi terhadap kinerja karyawan, maka dapat disimpulkan sebagai berikut : Keeratan hubungan antara variabel independen dengan variabel dependen secara simultan ditunjukkan dengan nilai $R = 0.879$. Angka ini menunjukkan keeratan hubungan yang sangat kuat seluruh variabel independen X terhadap variabel dependen Y . Melalui hasil pengolahan data maka dapat dibentuk model prediksi variabel pemberdayaan karyawan dan kompensasi terhadap kinerja karyawan sebagai berikut : $Y = 0,050 + 0,179X_1 + 1,060X_2$. Hasil pengolahan data menunjukkan bahwa nilai R^2 sebesar 0,881 atau 88,1%, hal tersebut menggambarkan bahwa sumbangan pemberdayaan karyawan dan kompensasi terhadap naik atau turunnya kinerja karyawan adalah 88,1% dan sisanya sebesar 11,9% merupakan sumbangan dari variabel lain yang tidak dimasukkan dalam model yang diajukan dalam penelitian. Berdasarkan uji hipotesis menunjukkan bahwa nilai $F_{hitung} = 240,225$, dimana nilai $F_{tabel} = 3,14$ Sehingga terbukti bahwa terdapat pengaruh yang signifikan antara pemberdayaan karyawan dan kompensasi terhadap kinerja karyawan. Maka H_0 ditolak dan H_1 diterima karena $F_{hitung} (240,225) > F_{tabel} (3,14)$.

Kata Kunci: Kinerja, Kompensasi, Pemberdayaan Karyawan

INTRODUCTION

Currently, with the increasing development of economic progress in various fields, it has triggered increasingly tight competition in the banking world. If in the past banking in rural areas was dominated by BPRs, now commercial banks are expanding their business networks by penetrating villages by utilizing technological advances. In addition to competing with commercial banks, BPRs owned by local governments are now faced with the increasing proliferation of private BPRs that do not want to be left behind in penetrating every corner of the village. Private BPRs are able to compete with commercial banks because they dare to invest in various aspects, such as information technology, the interest rates offered, and no less importantly the quality of the human resources they have. One way to face this competition is to improve performance. Performance improvements can be

financial and non-financial. Financial performance can be determined from the quality related to the financial sector itself. While non-financial performance can be in the form of management performance. There are several types of management performance, including human resource performance, products, marketing strategies and others.

Human resource performance or employee performance is a function of motivation and ability. To complete a task or job, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what is being done and how to do it. Performance is real behavior displayed by each person as a work achievement produced by employees according to their role in the company. Employee performance is something that is very important in the company's efforts to achieve its goals (Rivai, 2013:309). One way that can be used to see the development of an agency is through performance assessment. Employee performance assessment is an activity of managers to evaluate employee work behavior to compare actual employee performance with expected work performance (Hasibunan, 2016:1). Performance assessment plays a very important role in increasing motivation in the workplace. If performance is not in accordance with standards, then the assessment provides an opportunity to review employee progress and to develop a performance improvement plan. The purpose of conducting a performance assessment is to provide information regarding employee performance as a basis for decision making in an effort to improve service quality. In addition, it can also jointly review employee behavior related to their work (Dessler, 2017:99). If employee performance is good, it will create good progress and continuity for the BPR itself.

According to Mangkunegara (2017:67) employee performance (work achievement) is "Work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." Optimal employee performance is a reflection of quality human resources. Performance reflects the success of a person. Employee performance is highly regarded because high performance will result in increased overall performance. According to Mathis & Jackson, (2016:78) the indicators in measuring employee performance are "Quantity of work, quality of work, use of time, and cooperation."

To maintain its resources, it is necessary to empower employees because without empowerment, employee involvement is just a useless management tool. Currently, empowerment on board is something important, because in facing the world of work at sea, every company needs employees who are responsive and independent so that the company has a competitive advantage through its human resources.

Employee empowerment is a philosophy and strategy used by companies to give their employees space to make decisions and behave according to the company's goals. This strategy makes employees feel more proud and have ownership of their work. Having space to make their own decisions also encourages them to think creatively and innovate. Employee empowerment can be a gentle but effective motivational tactic. In addition to increasing company productivity, employees will also feel more satisfied. This can ultimately have a positive impact on the company's culture, both internally and in external relations. A study shows that employees who receive empowerment from the company will have a fifty percent higher satisfaction rate. Many companies focus too much on consumer empowerment, and instead ignore their own employees.

In addition to employee empowerment, one of the best ways to improve employee performance capacity is by linking compensation to employee development. If the compensation program is perceived as fair and competitive by employees, then the company will find it easier to attract potential employees, retain them and motivate employees to further improve their performance, so that productivity increases and the company is able to produce the best service.

According to Mondy (2016:247), "Compensation is the sum of all rewards given to employees in return for their services." According to Sirait (2014:22) states "Compensation can be given directly and indirectly." Direct financial compensation consists of payments received by employees in the form of salaries, wages, bonuses, and commissions. Indirect compensation, also known as benefits, includes all financial rewards that are not included in direct compensation. Non-financial compensation consists of the satisfaction a person gets from the job itself, or from the physical environment in which the person works. This type of financial compensation includes satisfaction obtained from carrying out meaningful and work-related tasks.

The purpose of compensation carried out by the company includes appreciating employee work performance, ensuring fairness among employees, retaining employees, obtaining more qualified employees, and the compensation system must be able to motivate employees. The existence of adequate compensation can motivate employees to work well, achieve achievements as expected by the company, and can increase employee satisfaction levels. So it can be concluded that Compensation can affect Employee Performance.

If the implementation of compensation can be carried out properly, it will encourage employees to be able to carry out their activities well too. So that the provision of compensation and employee motivation will differ between one company and another. This depends on the company's capabilities, management, and considerations of the company concerned. If this compensation can be managed properly and appropriately, it will create a sense of satisfaction for employees which is expected to improve employee performance, thus providing optimal results to the company. The implementation of compensation will improve employee performance which will later affect the company's overall productivity, in order to achieve the company's effectiveness and efficiency.

One of the financial institutions in the Majalengka area is PT. BPR Majalengka West Java. The main activity of PT. BPR Majalengka West Java is to provide credit to the community. Credit provision by PT. BPR Majalengka West Java provides opportunities for a business or company to develop its activities or new business fields. To improve employee performance at PT. BPR Majalengka Jabar implements a compensation system. With this, the management of PT. BPR Majalengka Jabar has a policy to always pay attention to employees so that they can work professionally and achieve in accordance with the goals to be achieved by PT. BPR Majalengka Jabar. Employees at PT. BPR Majalengka Jabar carry out their work based on the achievement of targets that have been determined by PT. BPR Majalengka Jabar, therefore the sales are really required to work hard in order to meet the goals of PT. BPR Majalengka Jabar. In addition, with the many financial institutions in Majalengka Regency, of course the

competition between these financial institutions is getting tougher to get customers. Currently, PT. BPR Majalengka Jabar is faced with a problem, namely the poor performance of PT. BPR Majalengka Jabar employees due to the incompatibility of some compensation given by PT. BPR Majalengka Jabar to employees. Based on the interview results, it was discovered that there were several phenomena that occurred in the decline in employee performance. These phenomena were:

1. Inappropriate target achievement
2. Late for work

Based on the description of employee compensation and performance above, the author is interested in conducting research which will then be presented in the form of a scientific paper (thesis) entitled " The Influence of Employee Empowerment and Compensation on Employee Performance at PT BPR Majalengka, West Java"

METHODS

Research methods

The methods used in this research are descriptive and verification. Descriptive research in this study is used to answer the formulation of descriptive problems in order to find out How Respondents' responses regarding employee empowerment and compensation for employee performance at PT. BPR Majalengka Jabar. This method is also used to test the influence or form of causal relationship of the problem being investigated or proposed in the hypothesis. Verification research in this study is used to answer problem formulation number four in order to find out how much influence the independent variable has on the dependent variable directly or indirectly, namely The influence of employee empowerment and compensation on employee performance at PT. BPR Majalengka Jabar.

Population & Sample

The population to be studied is all employees of PT. BPR Majalengka Jabar in 2022, totaling 68 people. The sampling technique used by the author in this study is by using the saturated sampling technique. Sugiyono (2019:85) explains that, "Saturated sampling is a sampling determination technique when all populations are used as samples". So as understood above, this study took samples from all populations of all employees at PT. BPR Majalengka Jabar in 2022, totaling 68 people.

Data collection technique

The appropriate data collection method used in this study is the documentation method. Documentation is investigating past data records. There are 2 forms of documentation collection, the first is written documentation (printed) which consists of: books, magazines, documents, regulations, meeting minutes, diaries, journals, articles, theses, and reports and the second is electronic documentation (nonprinted)

Data Analysis Techniques

Data analysis techniques in this study include normality tests and hypothesis tests consisting of multiple regression coefficient tests, correlation coefficient tests, R² model tests (determination coefficients), t tests (partial tests) and F tests (simultaneous).

RESULTS AND DISCUSSION

Descriptive Test Results

The percentage value of the response score regarding employee empowerment is 77.38. Referring to the respondent response score interpretation guidelines according to Narimawati (2012:84), the percentage value of 77.38 is included in the good category in the interval 68.01 - 84.00. These results indicate that employee empowerment at PT. BPR Majalengka Jabar is classified as good.

The percentage value of the response score regarding compensation is 76.91%. Referring to the respondent response score interpretation guidelines according to Narimawati (2012:84), the percentage value of 76.91% is included in the good category. is in the interval 68.01 - 84.00%. These results indicate that employee compensation at PT. BPR Majalengka Jabar is classified as good. The percentage value of the response score regarding employee performance is 78.53%. Referring to the respondent response score interpretation guidelines according to Narimawati (2012:84), the percentage value is 78.53% included in the good category is in the interval 68.01-84.00%. These results indicate that employee performance PT. BPR Majalengka West Java is considered good.

Normality Test Results

Results of Normality Test of Research Variable Instruments

One-Sample Kolmogorov-Smirnov Test

		Employee Empowerment	Compensation	Performance
N		68	68	68
Normal Parameters ^{a,b}	Mean	38.6912	23.0735	31.4118
	Std. Deviation	4.14029	2.98912	4.03801
Most Extreme Differences	Absolute	.095	.108	.190
	Positive	.093	.090	.114
	Negative	-.095	-.108	-.190
Test Statistics		.095	.108	.190
Asymp. Sig. (2-tailed)		.200a	.058a	.072a

a. Test distribution is Normal.
 b. Calculated from data.

Based on the results of the normality test presented in Table 4.36, it can be seen that the significance value of the research variables is greater than $\alpha = 0.05$, namely 0.200 for the employee empowerment variable, 0.058 for the compensation variable and 0.072 for the performance variable. Thus, it can be concluded that the three research variables are normally distributed, so they can be analyzed further.

Partial Correlation Coefficient Test Results

Calculations using SPSS Version 25 for Windows produced the following results:

		Employee Empowerment	Compensation	Performance
Employee Empowerment	Pearson Correlation	1	.807**	.817**
	Sig. (2-tailed)		.000	.000
	N	68	68	68
Compensation	Pearson Correlation	.807**	1	.932**
	Sig. (2-tailed)	.000		.000
	N	68	68	68
Performance	Pearson Correlation	.817**	.932**	1
	Sig. (2-tailed)	.000	.000	
	N	68	68	68

** . Correlation is significant at the 0.01 level (2-tailed).

The results of the Pearson correlation calculation above can be interpreted as follows:

The results of calculating the correlation value between employee empowerment and performance on PT. BPR Majalengka West Java Based on the research data obtained, it is 0.817. This value shows the strength of the relationship between employee empowerment variables and performance. PT. BPR Majalengka West Java. Based on the criteria of the closeness of the correlation coefficient of the relationship between employee empowerment and performance at PT. BPR Majalengka West Java falls into the category of a very strong relationship.

The results of calculating the correlation value between compensation on performance on PT. BPR Majalengka West Java based on the research data obtained, it is 0.932. This value shows the strength of the relationship between the variables. compensation on performance on PT. BPR Majalengka West Java. Based on the criteria of the closeness of the correlation coefficient of the relationship compensation on performance on PT. BPR Majalengka West Java falls into the category of a very strong relationship.

Simultaneous Correlation Coefficient Test Results

Calculations using SPSS Version 25 for Windows produced the following results:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939a	.881	.877	1.41515

a. Predictors: (Constant), Compensation, Employee Empowerment

The closeness of the relationship between the independent variables and the dependent variables simultaneously is shown by the value of $R = 0.939$. This figure shows a very strong closeness of the relationship between all independent variables X and the dependent variable Y.

Linear Regression Test Results

By using SPSS software, the following results were obtained:

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	.050	1,626		.031	.975
	Employee Empowerment	.179	.071	.183	2,524	.014
	Compensation	1,060	.098	.784	10,807	.000

a. Dependent Variable: Performance

Through the results of data processing as described above, a prediction model for employee empowerment and compensation variables on performance can be formed as follows: $Y = 0.050 + 0.179X_1 + 1.060X_2$

The coefficient of determination can be seen in the following table:

Calculations using the SPSS Version 24 for Windows program produced the following results:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939a	.881	.877	1.41515

a. Predictors: (Constant), Compensation, Employee Empowerment

Based on the calculations and output table above, it is known that the joint influence of employee empowerment and compensation on employee performance is 0.881 or 88.1%, while the remaining 0.119 (1-R²) or 11.9% is the large contribution of influence from other factors that were not studied (epsilon).

Hypothesis Test Results

a. Simultaneous hypothesis testing

The statistical value of the F test can be seen from the following output table:

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	.050	1,626		.031	.975
	Employee Empowerment	.179	.071	.183	2,524	.014
	Compensation	1,060	.098	.784	10,807	.000

a. Dependent Variable: Performance

Based on the above, it is known that the t-count value for employee empowerment is 2.524. This t-count value will be compared with the t-table value in the t-distribution table, with α 0.05 and df (nk-1) 65 for 2-party testing, the t-table value is 1.66864. Because the t-count value (2.524) is greater than the t-table value (1.66365) and is in the Ho rejection area so that it is in accordance with the hypothesis testing criteria, it rejects Ho and accepts Ha, which means that employee empowerment has a positive and significant effect on employee performance at PT. BPR Majalengka Jabar.

b. Partial Hypothesis Test

It is known that the t-count value for employee empowerment is 2.524. This t-count value will be compared with the t-table value in the t-distribution table, with α 0.05 and df (nk-1) 65 for 2-party testing, the t-table value is 1.66864. Because the t-count value (2.524) is greater than the t-table value (1.66365) and is in the Ho rejection area so that it is in accordance with the hypothesis testing criteria, it rejects Ho and accepts Ha, which means that employee empowerment has a positive and significant effect on employee performance at PT. BPR Majalengka Jabar.

This calculated t value will be compared with the t table value in the t distribution table, with α 0.05 and df (nk-1) 65 for 2-party testing, the t table value is 1.66864. Because the calculated t value (10,807) is greater than the t table value (1.66864) and is in the Ho rejection area so that according to the hypothesis testing criteria it is to reject Ho and accept Ha, which means compensation has a positive and significant influence on employee performance at PT. BPR Majalengka Jabar.

CONCLUSION

Based on the data analysis in the previous chapter, the following conclusions can be drawn:

- a. Employee empowerment at PT. BPR Majalengka Jabar has reached at least 65% of the expected criteria from the analysis results obtained employee empowerment score of 77.38% included in the good category.
- b. Compensation at PT. BPR Majalengka Jabar has reached a minimum of 65% of the expected criteria, from the analysis results obtained a compensation score of 76.91% included in the good category.
- c. Employee performance at PT. BPR Majalengka Jabar has reached a minimum of 65% of the expected criteria, from the analysis results obtained employee performance scores of 78.53% included in the good category.
- d. Employee empowerment has a positive and significant effect on employee performance. Because the t-value (2.524) is greater than the t-table value (1.66365)
- e. Compensation has a positive and significant effect on employee performance. Because the t-value (10,807) is greater than the ttable value (1.66864)
- f. Employee empowerment and compensation together have a positive and significant effect on employee performance. This is indicated by the F count value (240.225) > F table (3.14), so that H₀ is rejected and H_a is accepted, meaning that employee empowerment and compensation collectively have a positive and significant influence on employee performance at PT. BPR Majalengka Jabar.

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