
COMPARATIVE OF THE EFFECT OF JOB TRAINING AND COMPENSATION ON EMPLOYEE PERFORMANCE AT XYZ BANK

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Informasi	Abstract
Volume : 2	<p><i>This study aims to determine the effect of job training and compensation on employee performance and to compare which independent variables have more influence on employee performance. The study population includes employees at XYZ bank, with a sample size of 38 respondents. The method used in this study is quantitative with a comparative type. Data collection was carried out through online questionnaire distribution using Google Form. The data analysis process was carried out using the SPSS 25 version. The results of the analysis revealed that job training had a positive and significant effect on employee performance, compensation had a positive and significant effect on employee performance, and job training was a dominant variable in influencing employee performance compared to compensation.</i></p> <p>Keywords: Job Training, Compensation, Employee Performance</p>
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Abstrak

Penelitian ini bertujuan untuk mengetahui pengaruh pelatihan kerja dan kompensasi terhadap kinerja karyawan serta membandingkan antara variabel bebas mana yang lebih berpengaruh terhadap kinerja karyawan. Populasi penelitian meliputi karyawan pada bank XYZ, dengan jumlah sampel sebanyak 38 responden. Metode yang digunakan dalam penelitian ini adalah kuantitatif dengan jenis komparatif. Pengumpulan data dilakukan melalui distribusi kuesioner daring menggunakan Google Form. Proses analisis data dilakukan dengan program SPSS 25. Hasil analisis mengungkapkan pelatihan kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, kompensasi berpengaruh positif dan signifikan terhadap kinerja karyawan, dan pelatihan kerja merupakan variabel yang dominan dalam mempengaruhi kinerja karyawan dibandingkan dengan kompensasi.

Kata Kunci : Pelatihan Kerja, Kompensasi, Kinerja Karyawan

A. INTRODUCTION

Human resources are an important factor in determining the success of an institution or agency in achieving goals, especially in the current era of globalization where technology continues to develop and the need for qualified human resources is increasing. This will make it easier for institutions to manage their activities to achieve predetermined goals (Abadi &

Perkasa, 2020). The success of an institution or agency does not only depend on the completeness of modern equipment and infrastructure facilities, but human resources also have an important role in improving performance (Arsaf et al., 2023)

Bank XYZ is a company engaged in the banking sector. As a profit-oriented organization, they are supported by experienced, trained, educated, dedicated and highly professional personnel. In addition, their company always conducts business by fulfilling commitments, providing assurance and ensuring satisfaction for their clients and business partners (Dilantari & Dewi, 2019). XYZ Bank has been around since 2009, they have worked with several private parties in the provision of financial services, not only that they are able to collaborate with clients from various fields of work, both technical and non-technical.

Every company will try to continue to improve and develop the company by holding various activities to improve the performance of employees (Aini et al., 2022). The existence of these activities is expected that the company will achieve its goal, namely to make a profit (profit oriented). In general, human resource management is intended to improve company performance, so the formation of capable human resources is a must. Therefore, the management and utilization of human resources is a concern to be developed optimally (Putri & Irawanto, 2016)

According to (Mangkunegara, 2021), the term performance comes from the word Job Performance or Actual Performance (work performance or actual achievement achieved by a person). The definition of performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Hartomo & Luturlean, 2020).

The phenomenon that occurs at Bank XYZ is that the performance of employees in the company is still not optimal, even though as we know employee performance is the most important thing for the sustainability of the company.

There are several problems that occur in employee performance based on initial observations made by the author, among others: 1) Based on the dimension of work quantity with employee performance indicators, a value of 85% is obtained, namely that there are still some employees who are less able to do work according to the standards made by the company ; 2) Based on the dimension of work quality with employee performance indicators, a value of 70.4% is obtained, namely even though employees try to achieve the work targets given by the company, it is still not optimal; 3) Based on the dimension of timeliness, a value

of 87% is obtained, namely employees are still not maximized in completing their responsibilities in accordance with the predetermined time.

To achieve satisfactory performance, professional ability is needed, to achieve it must go through several stages or conditions (Kurnia & Ramdani, 2021). Formal education alone is still not sufficient to achieve professional abilities (Murtiningsih, 2020). For this reason, employee HR capabilities must be empowered through training, education and development.

According to Simamora, (2021) explains that training is a series of activities designed to improve the skills, knowledge, experience, or attitude changes of an individual. Employee training is a human resource development activity to improve knowledge, abilities and skills, and improve employee performance. Education and training seeks to develop the intellectual abilities and personality of employees. Factors that affect employee performance include compensation, because compensation can influence employee behavior to work more enthusiastically and spur high performance.

Compensation according to Hasibuan, (2017) states that compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company.

B. LITERATURE REVIEW

The Relationship Between Job Training and Employee Performance

Job Training as a variable (X1) has an influence on the performance of Bank XYZ employees. According to Simamora, (2015), explained that through training all efforts are made in order to improve employee performance in the job he is currently occupying. Training can help employees correct weaknesses in their performance (H. F. Simamora et al., 2022).

Based on previous research conducted by (Juniarti & Indahingwati, 2020) with the title "The Effect of Training, Compensation and Work Discipline on Employee Performance of PT Sari Coffee Indonesia". Training affects employee performance. Thus, based on this research, the following hypothesis can be formulated.

H₁ : Job Training has a positive and significant impact on employee performance

Relationship between Compensation and Job Training

Compensation as a variable (X2) also affects the performance of Bank XYZ employees. According to (Handoko, 2015), compensation is important for employees because wages are a value or their work among the employees themselves, so that it can determine the scale of their lives and their income which shows their status, dignity and price.

According to previous research, it was found that the variable Provision of Compensation has an influence on Employee Performance, this is supported by previous research by Fitri et al., (2023), Compensation has a significant effect on Employee Performance. Thus, based on this research, the following hypothesis can be formulated

H₂ : Compensation has a positive and significant effect on employee performance

Dominant Variables Affecting Employee Performance

According to mangkunegara in Dwipayana & Dewi, (2019) explains that performance is influenced by several factors, as follows; 1) Ability Factor, Psychologically, employee abilities consist of potential abilities (IQ) and reality abilities (knowledge + skills); 2) Motivation Factor, Motivation is formed from the attitude of employees in dealing with situations in their work..

Based on the factors that affect employee performance there are two, namely motivation in this case is compensation and ability in this case is job training. So that in this study want to know which variables most affect employee performance. Research conducted by (Mutholib, 2019) with the title “The Effect of Job Training and Financial Compensation on Performance”. Job training, financial compensation, simultaneously affect employee performance. And job training is the most dominant variable in this study.

H₃ : There is a Dominant Variable in Influencing Employee Performance

Research Model

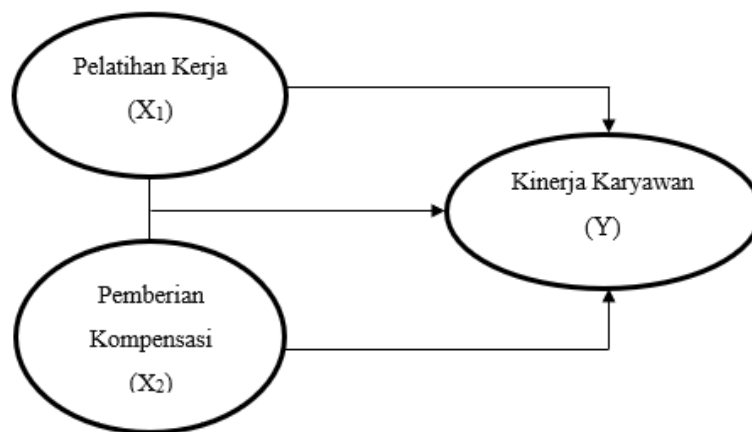


Figure 1
Research Model

C. RESEARCH METHODS

The type of research used in this study is quantitative research. This research relies on research frameworks, expert concepts, and researcher experience to formulate problems and

create improvement or evaluation solutions (Rivaldo et al., 2021). This research uses a type of comparative research. The type of comparative research according to Samsu, (2017) in his book explains that comparative is a type of research which is used to determine whether between two variables, groups, work procedures, ideas, certain social and human phenomena there are differences or similarities in an aspect under study. In this study comparing between two variables, namely job training and compensation on employee performance.

Measurement Scale

The scale applied in this research method is the Likert Scale. The Likert scale is a method applied to assess the attitudes, views, and understanding of individuals or groups towards a community condition (Sugiyono, 2017). Types of measurement types can be: name scale, order scale, distance scale, and ratio scale, which are obtained belonging to the level data.

Table 1
Likert Scale Instruments

No	Items Instrument	Score
1	Sangat Setuju	Lima (5)
2	Setuju	Empat (4)
3	Netral	Tiga (3)
4	Tidak Setuju	Dua (2)
5	Sangat Tidak Setuju	Satu (1)

Referensi: (Sugiyono, 2017)

Measurement Procedure

The information was processed by utilizing SPSS to test the research construct model through SPSS software version 25. According (Hair Jr. et al., 2021), SPSS provides results that can be obtained even when using smaller sample sizes and achieving high levels of statistical power.

Data Collection

According to Simanjuntak & Kusumaningrum, (2022) “Population is a general area consisting of objects or subjects that have certain qualities and characteristics that are determined for research purposes”. The population in this study were employees at Bank XYZ, with a total of approximately 38 employees.

This study uses a sampling technique, namely nonprobability sampling with the technique taken, namely saturated sampling (census). According to Sugiyono, (2017)“Saturated sampling technique is a sampling technique when all members of the

population are used as samples”. Therefore, researchers chose samples using saturated sampling techniques because the population was relatively small. So that the sample used in this study were 80 employees of XYZ Bank.

D. RESULTS

This study uses a sampling technique, namely nonprobability sampling with the technique taken, namely saturated sampling (census). According to Sugiyono, (2017) “Saturated sampling technique is a sampling technique when all members of the population are used as samples”. Therefore, researchers chose samples using saturated sampling techniques because the population was relatively small. So that the sample used in this study were 80 employees of XYZ Bank.

Data Analysis

a. Validitas

The validity test is to state the extent to which the data obtained through the research instrument (in this case a questionnaire) will measure what you want to measure. This test is done by comparing the results of r count with the table. If r count is greater than r table, then the instrument is considered valid and if r count is less than r table, then the instrument is considered invalid. In this study, the value of r table is 0.3202 with N = 38 and a significance number of 0.05 (5%) (Ghozali & Latan, 2015).

Table 2
Validitas

Faktor	Penanda	R Hitung	Penjelasan
<i>Pelatihan Kerja</i>	X1.1	0,790	Valid
	X1.2	0,842	Valid
	X1.3	0,743	Valid
	X1.4	0,796	Valid
	X1.5	0,720	Valid
<i>Kompensasi</i>	X2.1	0,608	Valid
	X2.2	0,715	Valid
	X2.3	0,764	Valid
	X2.4	0,664	Valid
	X2.5	0,771	Valid
	X2.6	0,764	Valid
<i>Kinerja Karyawan</i>	Y.1	0,874	Valid
	Y.2	0,727	Valid
	Y.3	0,874	Valid
	Y.4	0,895	Valid

Y.5	0,833	Valid
Y.6	0,865	Valid

Referensi: informasi utama diproses, 2024

After searching, the R_{table} value is obtained as 0.3202. Referring to the validity test results, it can be seen that the Pearson Correlation (R_{count}) value for all items is greater than 0.3202. Thus, it can be concluded that the variable items of employee performance, job training, and compensation from the validity test results are considered valid and the statements given are easily understood by the respondents.

b. Reliability Test

The reliability test in this study uses the Alpha formula, where the questionnaire is said to be reliable if the Cronbach Alpha value is more than 0.60. The results of the reliability test are presented in the following table.

Table 3
Reliability Test

Faktor	Alpha	Penjelasan
Pelatihan Kerja (X1)	0,915	Reliabel
Kompensasi (X2)	0,951	Reliabel
Kinerja Karyawan (Y)	0,889	Reliabel

Sumber : data primer diolah, 2024

It can be seen that the α value has exceeded the number 0.6, thus the reliability test results can be concluded that the Job Training (X1), Compensation (X2), and Employee Performance (Y) variables are reliable.

c. Normality Test

Table 4
Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.63503197
Most Extreme Differences	Absolute	.108
	Positive	.108
	Negative	-.083
Test Statistic		.108
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Sumber : data primer diolah, 2024

It can be seen that the α value has exceeded the number 0.6, thus the reliability test results can be concluded that the Job Training (X1), Compensation (X2), and Employee Performance (Y) variables are reliable. Based on the results of the normality test, the sig. number is more than 0.05, so the data used can be said to be normally distributed.

d. Multicollinearity Test

Untuk menentukan adanya korelasi antara variabel-variabel bebas, perlu menerapkan uji multikolinieritas. (F. Hair Jr. et al., 2018).

Table 5
Collinierity Statistic

Variabel	VIF	Tolerance	Keterangan
<i>Pelatihan Kerja</i>	1,647	0,607	Tidak mengalami Multikolinieritas
Kompensasi	1,647	0,607	Tidak mengalami Multikolinieritas

Referensi: data primer diproses, 2024

Based on the test results listed in the table above, it shows that the value of each VIF variable is smaller than 10 and the tolerance value is greater than 0.1, so it can be said that overall the independent variables being used do not experience multicollinearity.

Data analysis

a. Multiple linear regression

Multiple linear regression allows researchers to understand how changes in one or more independent variables can contribute to changes in the dependent variable. Thus, the results of multiple linear regression models provide a deeper understanding of the dynamics of the relationship between the observed variables. The following are the results of the multiple linear regression model.

Table 6
Multiple linear regression

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.	
		B	Std. Error	Beta		t
1	(Constant)	-1.274	4.132		-.308	.760
	Pelatihan Kerja	.806	.243	.485	3.324	.002
	Kompensasi	.364	.167	.319	2.181	.036

a. Dependent Variable: Kinerja Karyawan

Referensi: informasi utama diproses, 2024

The constant value is -1.274 or the state when the employee performance variable has not been influenced by other variables, namely the job training and compensation variables. If there is no independent variable, the employee performance variable does not change.

The X₁ Coefficient Value of 0.806 indicates that the job training variable has a positive effect on employee performance. Thus, when the job training variable increases, the employee performance variable will increase. The assumption that other variables were not examined in this study.

The X₂ Coefficient Value of 0.364 indicates that the compensation variable has a positive effect on employee performance. Thus, when the compensation variable increases, the employee performance variable will increase. The assumption that other variables were not examined in this study.

From the description above, it can be concluded that job training and compensation have a positive relationship with employee performance.

b. R Square Test

R-Square, or coefficient of determination, is an indicator often used to assess the quality of a regression model. R² shows how much of the variability in the dependent variable (Y) can be explained by the independent variables (X) in the model used:

Table 7
R-Square Job Training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.443	2.84717

Referensi: informasi utama diproses, 2024

Based on table, the R Square value of job training is 0.458. So it can be concluded that the influence of job training variables on employee performance is 45.8%.

Table 8
R-Square Compensation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.373	.355	3.06413

Referensi: informasi utama diproses, 2024

Based on table, the R Square value of compensation is 0.373. So it can be concluded that the influence of compensation variables on employee performance is 37.3%.

Uji Hipotesis

Hypothesis testing according to (F. Hair Jr. et al., 2018), can be done by evaluating the t-statistic and p-value. The probability of accepting or rejecting a hypothesis depends on how much inequality there is between the sample value and the hypothesis value..

a. (t-test)

Partial hypothesis testing or T-test is used to test whether there is an influence between the independent variable and the dependent variable (F. Hair Jr. et al., 2018).

Table 11
t (t-test)

Coefficients			
Model		t	Sig
1.	(constant)	-0.308	.760
	Pelatihan Kerja	3.324	.002
	Kompensasi	2.181	.036

Referensi: data primer yang telah diproses, 2024

Based on the table above, it can be concluded:

The calculation results in the table above for the job training variable (X1) obtained a significant value of 0.002, which shows that the value is smaller than 0.05 ($0.002 < 0.05$) and the calculated t value of $3.324 > t$ table 2.030. Thus, it means that job training (X1) has a positive and significant effect on employee performance (Y).

The calculation results in the table above for the compensation variable (X2) obtained a significant value of 0.036, which shows that the value is smaller than 0.05 ($0.036 < 0.05$) and the calculated t value of $2.181 > t$ table 2.030. Thus, it means that Compensation (X2) has a positive and significant effect on employee performance (Y).

E. DISCUSSION

Job training affects the performance of XYZ Bank employees

The results of this study indicate that the job training variable has a positive and significant effect on employee performance, so it can be concluded that the H1 hypothesis is accepted. In this case, the hypothesis shows that job training on the performance of Bank XYZ employees has a positive and significant relationship to employee performance. It can be interpreted that employee job training can help and provide a role in improving employee performance and every time job training increases, employee performance will also increase. Thus, employees feel that the job training provided by the organization is appropriate and

appropriate in improving employee performance at Bank XYZ employees. This is in line with research conducted by Juniarti & Indahingwati, (2020) entitled "The Effect of Training, Compensation and Work Discipline on Employee Performance at PT. Sari Coffe Indonesia". With the results of the study that job training has a significant and positive effect on employee performance.

Compensation affects the performance of XYZ Bank employees

The results of this study indicate that the compensation variable has a positive and significant effect on employee performance, so it can be concluded that the H2 hypothesis is accepted. In this case, the hypothesis shows that compensation on the performance of Bank XYZ employees has a positive and significant relationship to employee performance. It can be interpreted that the compensation given to employees can help and provide a role in improving employee performance and every compensation given to employees increases, then employee performance will also increase accordingly. Thus, employees feel that the compensation given by the organization is appropriate and appropriate in improving employee performance at Bank XYZ employees. This is in line with research conducted by Fitri et al., (2023) According to the study, it was found that the Compensation Provision variable has a significant and positive effect on Employee Performance.

Dominant Variables Affecting Employee Performance

The results of this study indicate that the variables of job training and compensation have their respective levels of influence, based on the results of the r-square test, it shows that the job training variable has a greater level of influence on employee performance compared to the compensation variable. This shows that there are variables that are more dominant in influencing employee performance so that it can be concluded that the H3 hypothesis is accepted. This is in line with research conducted by Mutholib, (2019) with the title "The Effect of Job Training and Financial Compensation on Performance".

F. SUMMARY AND SUGGESTIONS

SUMMARY

Based on the results of the research that has been conducted, several research conclusions were obtained; 1) The results of this study indicate that the job training variable (X1) has a positive and significant influence on the employee performance variable (Y); 2) The results of this study indicate that the compensation variable (X1) has a positive and significant influence on the employee performance variable (Y); 3) The job training variable

(X1) is a dominant variable in influencing employee performance compared to the compensation variable (X2).

SUGGESTIONS

Based on the results of the study, there are several suggestions and inputs that researchers can provide, namely:

1. For the Company

- a. The findings of this study illustrate the urgency for Bank XYZ to provide training and compensation. If the company does not provide training and compensation to employees, it can be estimated that their performance will decline.
- b. For the company, it is better to maintain and further improve job training, and higher compensation given to employees. So that employees will improve the quality and quantity in completing their work responsibilities.

2. For future research

Referring to the research results and conclusions above, the researcher suggests that subsequent research can deepen certain aspects. It is hoped that the results of this study can be used as a reference for further, more comprehensive research on the influence of Job Training and Compensation. In this study, there are still many shortcomings that need to be fixed to improve the quality and completeness of the analysis.

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