

THE INFLUENCE OF COMPENSATION ON THE PERFORMANCE OF EMPLOYEES OF THE SHARIA FINANCIAL SERVICES COOPERATIVE (KJKS) BMT MITRA MANDIRI WONOGIRI DISTRICT

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ABSTRACT

Improving the quality of human resources is a key factor for organizations in responding to challenges and exploiting opportunities posed by leadership and compensation. This depends on the human resource factors that manage the organization based on strong motivation and commitment. This research aims to empirically determine and analyze compensation for the performance of employees of the Sharia Financial Services Cooperative (Kjks) Bmt Mitra Mandiri Wonogiri Regency. The method used in this research is a quantitative approach. The results of this research are that the results of path analysis show that the influence of leadership on performance is the most dominant or effective path to improving employee performance. The results of the F test can be concluded that together the independent variables compensation, leadership, organizational commitment and motivation have a significant effect on performance. The total R² value is 0.9953, meaning that employee performance can be explained by the Compensation and Leadership variables as independent variables with Organizational Commitment and Motivation as intervening variables of 99.53% and the remaining 0.47% is explained by other variables outside the model, for example Organizational Commitment.

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1. INTRODUCTION

The progress of an organization is strongly supported by the role and level of performance quality, including the performance of employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency. Efforts to evaluate performance are a reference for empowering human resources, to assess how far an institution is supported by the strength of its human resources and determine the results. The role that performance plays is very important in achieving the goals and objectives of the organization in accordance with the vision and mission. For this reason, it really depends on the implementation of the employees. Employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency. Its performance needs to be improved, because as a financial institution we need services with good performance, so that they are transparent, accountable, responsive and free from all forms of abuse.

Improving the quality of human resources is a key factor for organizations in responding to challenges and exploiting opportunities posed by leadership and compensation. This depends on the human resource factors that manage the organization based on strong motivation and commitment. Human resource performance is a term that comes from the words job performance or actual performance, namely work performance or actual achievements achieved by someone. The definition of performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011: 9). According to Sedarmayanti (2008:260) performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics.

On the basis of the description above, based on phenomena and theoretical studies stated by experts related to the importance of employee performance, in this research the performance of employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency will be studied.

Employees who have high motivation and commitment will produce good performance as much as possible, whereas if commitment and motivation are low it will result in less than optimal performance, lack of enthusiasm and enthusiasm for work, so that performance will decrease. Leaders must pay attention to commitment and motivation that can encourage employees to work optimally. According to Porter in Keith Davis (2009: 167), organizational commitment can be defined as the relational strength of an individual in identifying his involvement in the organization. High organizational commitment is expected for employees to work professionally. High organizational commitment is expected for employees to work professionally. Employee performance is greatly influenced by organizational commitment to work. The success of employees in managing activities to achieve high performance must be supported by organizational commitment and strong motivation, both coming from within themselves and from outside them.

High organizational commitment is expected for employees to work professionally. Employee performance is greatly influenced by organizational commitment to work. The success of employees in managing activities to achieve high performance must be supported by strong organizational commitment, both from within and outside of themselves. The importance of the organizational commitment factor as a driver of behavior is very significant, because it plays a role in determining performance. Employee performance is greatly influenced by organizational commitment to work. The success of employees in managing activities to achieve high performance must be supported by strong organizational commitment, both from within and from outside. The results of research conducted by Nindyarini Budi Wardhani (2011), Soemarno (2016), Dwihartanto (2016), the results of their research show that organizational commitment has a significant effect on performance.

Employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency require continuous improvement in employee performance, especially by improving the quality of institutional or organizational human resources, especially in the aspects of compensation, leadership, and organizational commitment and employee motivation to create maximum performance to achieve Employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency who are reliable, productive, accountable and free of corruption, collusion and nepotism. According to Wursanto (2010, 302) motivation is encouragement, desire, desire and driving force that comes from within humans to do or do something. Motivation that comes from humans themselves is called internal motivation and that comes from outside is called external motivation. Therefore, motives give purpose and direction to a person's behavior.

Factors that influence performance are generally divided into two categories, namely internal factors and external factors. These two factors influence each other in the individual process, thereby determining the quality of work. Individual factors as internal factors greatly determine the success of employee performance. A leader has a very strategic function in motivating his subordinates. Leaders who have good leadership will be able to motivate subordinates, which in the end will increase performance. Martoyo (2014: 32) defines work motivation as something that creates encouragement or enthusiasm for work. Sartono (2008), Armando Nikholas (2010), Pran Sony Sair (2010), Sri Rahardjo (2014), Suryo Saptono (2009), Rahmanto (2010), Pran Sony Sair (2010), Nindyarini Budi Wardhani (2011), Hentry Sukmasari (2011) and Hari Supangkat (2013) in their research produced the influence of motivation on performance.

The Leadership phenomenon is mainly related to the way leaders lead in the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency has an important role in accordance with the wishes and expectations of employees, so that leadership in the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency is expected to be a role model for his subordinates because of his credibility as a leader. The effectiveness of leadership is required to be able and ready to face changes in an environment full of uncertainty, so that leaders at the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency are expected to be able to make positive changes in the organization they lead with the aim of increasing performance to be more good and is expected to provide job satisfaction for employees. So that the process of running an organization and managing quality human resources in an organization requires leadership dimensions and styles that are able to transform the leadership spirit of its subordinates.

Leadership, according to Hasibuan (2010: 170), is the way someone leads to influence the behavior of their subordinates so that they want to cooperate and work productively to achieve organizational goals. Kartono (2015:57) defines leadership as the activity of influencing people to work together to achieve desired goals.

Leadership is a process or series of activities that are interconnected with one another, even though they do not follow a systematic sequence. This series contains activities to move, guide and direct and supervise other people in doing something, both individually and collectively. All of these activities can be referred to as efforts to influence the feelings, thoughts and behavior of other people towards achieving a goal, therefore leadership is also a process of interaction between a person (leader) and a group of other people which causes a person or group to do something in accordance with the leader's will (Handoko, 2011:294).

In the research of A. Soegihartono (2012), Ida Ayu Brahmawati and Agus Suprayetno (2008), Vera Parlinda and Wahyudin (2009), Heru Eko Marwoto (2014), Sukadi (2013) Sri Rahardjo (2013) who stated in his research results that leadership significant effect on performance. Meanwhile, relevant research results were conducted by Karyanto (2014), Joko Istiyanto (2014), Slamet Widodo (2014) stated in their research results that leadership had no significant effect on performance. Win Susilo Hari Endrias's research (2014) showed that leadership had an insignificant negative effect on performance. research by Sociawan Ma'mun (2013) which resulted in leadership style having a negative and significant effect on employee performance.

The gap between the theory of the relationship between leadership and performance and research findings and the gap between research findings has raised curiosity to study in more depth the relationship between the two variables, namely the influence between leadership on job satisfaction and employee performance, which is the direction of influence studied in this research. Based on the phenomenon, theoretical basis, as well as gap theory and gap research, it is necessary to re-test empirically the influence of leadership on organizational commitment, and motivation and performance at the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency.

Apart from good leadership as an effort to improve the quality of human resources, compensation is also very necessary to increase employee motivation and performance, which plays a role in achieving organizational goals. Thus, an organization must view employees not only as workers but more as organizational assets that are very important to be managed well. Phenomenon other than leadership, the issue of compensation is no less important because with good compensation, employees will be motivated and have high commitment to work. Compensation is everything received, which can be physical or non-physical and must be calculated and given to employees. Compensation is a broad term related to financial rewards received by people through employment relationships with an organization. Hasibuan (2008: 117) defines compensation as all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company.

Compensation is provided with the aim of providing stimulation and motivation to employees to improve work performance, as well as employee work efficiency and effectiveness. Therefore, if compensation is given correctly, employees will be more satisfied and motivated to achieve agency targets, but if employees view compensation as inadequate, employee work performance, motivation and job satisfaction can drop drastically because compensation is important. for employees as individuals because the amount of compensation reflects the measure of the value of the employee's work among the employees themselves.

The gap between the theory of the relationship between leadership and performance and research findings (gap theory) and the gap between research findings (gap research) has raised curiosity to study in more depth the relationship between the two independent variables, namely the influence of compensation on job satisfaction and employee performance. is the direction of influence studied in this research. Based on the phenomenon, theoretical basis, as well as gap theory and gap research, it is necessary to re-examine empirically the influence of organizational culture on job satisfaction and performance. This motivation can be realized by a leader who gives awards or other compensation to employees. Thus motivation cannot be separated from leadership either. Leadership is the art of influencing other people, directing their will, abilities and efforts to achieve the leader's goals. In relation to organizations, leadership is the way leaders influence individual and group efforts to achieve organizational goals optimally (Soetarto, 2010: 22).

A leader in an organization can also influence the commitment of members in that organization. Leadership has an important role in determining the success of an agency. A leader with certain leadership can influence his subordinates to act and act in accordance with the direction and goals of the organization. Leaders must have the ability, provide insight, inspire pride, and foster an attitude of respect and trust in their subordinates. In this way, subordinates will have better performance with these understandings, so that the organization's work productivity will be better and more binding. This will encourage employee commitment, which is an important issue, because work commitment will foster an

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attitude of responsibility towards the task activities entrusted to them. According to Porter in Keith Davis (2009: 167), organizational commitment can be defined as the relational strength of an individual in identifying his involvement in the organization

High organizational commitment is expected for employees to work professionally. Employee performance is greatly influenced by organizational commitment to work. An employee's success in managing activities to achieve high performance must be supported by strong organizational commitment, both from within and outside of him. The importance of the organizational commitment factor as a driver of behavior is very significant, because it plays a role in determining performance. Employee performance is greatly influenced by organizational commitment to work. The success of employees in managing activities to achieve high performance must be supported by strong organizational commitment, both from within and from outside.

Based on the background described above, it is necessary to carry out research again by taking as an object the employees of KSPPS Mitra Mandiri Wonogiri Regency, using intervention and it is hoped that it will be useful as input for future research and for management in efforts to improve employee performance. Therefore, the author is interested in taking the research title: "The Influence of Compensation and Leadership on the Performance of Employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency with Organizational Commitment and Motivation as Intervening Variables".

2. METHOD

This research uses quantitative research. The data in this research is primary data. Primary data is data obtained directly from employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency through distributing questionnaires. The definition of primary data or what is also called a primary source is a data source that directly provides data to data collectors (Sugiyono, 2011: 129).

Teknik Pengumpulan Data

Data collection techniques used in this research:

- a. Observation is direct observation in the field carried out to obtain information or data from research in the form of the subject or object in question.
- b. A questionnaire is a list of questions related to research objectives.

Judging from the type of data and analysis, this research includes total population research in the quantitative data category, using a basic Likert measurement scale (Sugiyono, 2011: 14) using a five scale sequence, namely 1, 2, 3, 4 and 5 which has the following criteria. following:

- 1) Strongly agree (SS): 5
- 2) Agree (S): 4
- 3) Neutral (N): 3
- 4) Disagree (TS): 2
- 5) Strongly disagree (STS): 1.2.2

Analysis Method

Data analysis techniques in quantitative research use statistics. called inductive statistics or probability statistics) is a statistical technique used to analyze sample data and apply the results to the population.

3. RELUST AND DISCUSSION

Requestn Cars in Indonesia as Sample Data

The use of the intervening variable Organizational Commitment in order to improve performance, for the Compensation variable, is ineffective, because the indirect influence produces a smaller influence than the direct influence. This means, to improve the performance of Mitra Mandiri Wonogiri Regency Savings and Loans & Sharia Financing Cooperative (KSPPS) employees, it is best to increase compensation directly.

This research does not support Robbins' theory (2010: 112) which states that compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. The relationship between compensation and commitment can give rise to a person's behavior as a mental attitude that is reflected in individual actions or behavior. If compensation meets needs, behavior will change to maximize good actions. Adequate compensation can influence work commitment for the better or vice versa. Efforts can be made to improve employee

performance by: Maintain the amount of salary received in accordance with employee responsibilities and education;

1. Other receipts outside of salary as additional work compensation are always valid
2. There is sufficient employee salary income for family needs
3. Give praise to employees who can complete the job well
4. Socialization of career paths for employees who have high productivity
5. Maintaining awards for outstanding employees

The results of this research support research conducted by Rahmanto (2010), Nindyarini Budi Wardhani (2011), Heru Eko Marwoto (2014), Ary Setyastu (2016) which resulted in the conclusion that leadership has a positive and significant effect on organizational commitment. This research rejects research conducted by Sosiawan Ma'mun (2013) which resulted in leadership having a positive and insignificant effect. The results of this research indicate that compensation has a significant positive effect on organizational commitment.

performance improvement, for the Compensation variable is ineffective, because the indirect influence produces a smaller influence than the direct influence. This means, to improve the performance of Mitra Mandiri Wonogiri Regency Savings and Loans & Sharia Financing Cooperative (KSPPS) employees, it is best to increase compensation directly. This research supports the theory of Nitisemito (2011) which states that the influence of compensation on motivation is very large, especially related to high work morale, anxiety and loyalty are greatly influenced by the amount of compensation. The greater the compensation, the greater the employee's motivation. Efforts can be made to improve employee performance by:

Maintain the amount of salary received in accordance with employee responsibilities and education;

1. Other receipts outside of salary as additional work compensation are always valid
2. There is sufficient employee salary income for family needs
3. Give praise to employees who can complete the job well
4. Socialization of career paths for employees who have high performance
5. Maintaining awards for outstanding employees

This research does not support research conducted by Sri Marjono (2015) which shows that compensation has no significant effect on motivation. The results of this research show that compensation has a positive and significant effect on motivation.

The influence of leadership on performance

The Influence of Leadership on Performance through Organizational Commitment

The use of the intervening variable organizational commitment in order to improve performance, for the leadership variable, is ineffective, because the direct influence produces a greater influence than the indirect influence. This means, to improve employee performance, it is best to improve leadership directly.

These results support the theory of Hasibuan (2010: 170), regarding leadership, which means that leadership is the way someone leads to influence the behavior of their subordinates so that they are willing to cooperate and work productively to achieve organizational goals. This shows that the leadership in providing direction to subordinates has gone well, for special tasks the leader has carried out supervision, the leader has made time for subordinates if there are difficulties, it has gone well, the delegation of tasks is carried out by the leader by paying attention to the subordinate's abilities, the leader gives the opportunity to ask questions or ask for explanations. to subordinates and leaders being role models for subordinates and providing attention to subordinates has gone well. There are efforts that can be made to improve performance by:

1. Leaders provide direction to subordinates
2. Leaders maintain their attitude and show good discipline at work
3. Leaders in delegating tasks are always adjusted to the abilities of their subordinates
4. This research supports the research results

Research conducted by Rahmanto (2010), Nindyarini Budi Wardhani (2011), Heru Eko Marwoto (2014) and Ary Setyastu Jatmika Dwihartanta (2016) shows that leadership has a positive and significant effect on commitment. The results of this research show that leadership has a positive and significant effect on organizational commitment.

The influence of leadership on performance through motivation

The use of motivational intervening variables in order to improve performance, for leadership variables, is effective, because indirect influence produces a greater influence than direct influence. This means, to improve employee performance, it is best to improve leadership through motivation. The *The Influence Of Compensation On The Performance Of Employees Of The Sharia Financial Services Cooperative (Kjks) Bmt Mitra Mandiri Wonogiri District. Suprihatin Suprihatin*

influence of leadership variables on motivation shows a positive and significant influence. This shows that the leadership in providing direction to subordinates has gone well, for special tasks the leader has carried out supervision, the leader has made time for subordinates if there are difficulties, it has gone well, the delegation of tasks is carried out by the leader by paying attention to the subordinate's abilities, the leader gives the opportunity to ask questions or ask for explanations. to subordinates and leaders, being a role model for subordinates and providing attention to subordinates has gone well so that it can motivate employees. There are efforts that can be made to improve performance by:

- a. Leaders must always provide direction to motivate employees by making good communication more effective.
- b. Leaders carry out supervision directed at motivating employees supported by good communication.
- c. Always communicate and motivate employees by providing time/opportunities for subordinates to consult about difficulties they are experiencing.
- d. Motivate subordinates through delegation of tasks by paying attention to subordinates' communication skills.
- e. Giving subordinates the opportunity to ask questions or ask for explanations is a form of persuasive communication intended to motivate employees at work.
- f. Being a role model for subordinates will provide motivation for subordinates.
- g. Motivate employees by always providing attention/empathy towards subordinates

This research supports previous research conducted by Suryo Saptono (2009), Rahmanto (2010), Pran Sony Sair (2010), Nindyarini Budi Wardhani (2011), Hari Supangkat (2013), and Sri Purwaningsih (2016) who concluded that leadership influences motivation. Sri Rahardjo's (2014) research concluded that leadership has no effect on motivation. This research supports the research results of Mappamiring (2014) which states that the better the leadership, the more it can increase motivation which ultimately improves performance. This research rejects Sri Rahardjo's (2014) research which concluded that leadership has no effect on motivation. The results of this research show that leadership has a positive and significant effect on employee motivation.

4. CONCLUSION

Based on the description in the previous chapter, especially in the analysis and discussion, the following conclusions can be drawn: The results of this research show that: Compensation has a significant positive effect on the organizational commitment of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Leadership has a positive and significant effect on the organizational commitment of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Compensation has a positive and significant effect on employee motivation at the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Leadership has a positive and significant effect on employee motivation at the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Compensation has a positive and significant effect on the performance of employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Leadership has a positive and significant effect on the performance of employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Organizational commitment has a positive and significant effect on the performance of employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency; Motivation has a positive and significant effect on the performance of employees of the Mitra Mandiri Sharia Savings and Loans & Financing Cooperative (KSPPS) Wonogiri Regency. The results of path analysis show that the influence of leadership on performance is the most dominant or effective path for improving employee performance. The results of the F test can be concluded that together the independent variables compensation, leadership, organizational commitment and motivation have a significant effect on performance. The total R² value is 0.9953, meaning that employee performance can be explained by the Compensation, Leadership, variables as independent variables with Organizational Commitment and Motivation as intervening variables of 99.53% and the remaining 0.47% is explained by other variables outside the model, for example Commitment. organization.

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