

# Communication Ability, Work Attitude, Compensation, and Commitment to Performance of Service Employees Labuhanbatu District Transportation

Andre Syafrizal\*, Yuniman Zebua, & Bayu Eko Broto

*Faculty of Economics and Business, Labuhanbatu University, Indonesia*

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## Abstract

Human resources are the most important investment so that this study aims to analyze communication skills, compensation work attitudes and commitment to the performance of the Labuhanbatu Regency Transportation Service employees. This type of research is quantitative, the place of this research is the Department of Transportation of Labuhanbatu Regency. In this study, the population is the employees of the Labuhanbatu Regency Transportation Service as many as 84 people. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Due to the number of employees of the Labuhanbatu Regency Transportation Service as many as 84 people (less than 100 people), then all employees were taken as objects of research. The analysis used is multiple linear regression. Observation, documentation and questionnaires using a Likert scale is a data collection technique used in this study. The results of the regression analysis obtained the t-count value of 3.875 > t-table 1.6643, Then the results of the regression analysis obtained the t-count value of 2.135 > t-table 1.6643, obtained the t-count value of 2.322 > t-table 1.6643 and then the t-count value of 4.414 > t-table 1.6643. In this case, it means that each variable of communication ability (X1), work attitude (X2), compensation (X3) and commitment (X4) has a positive effect on the employee performance variable (Y). The calculated F value is 52.503 > F table 2.49 with a significance value of 0.000 < 0.05. From these results, it can be concluded that communication (X1), work attitude (X2), compensation (X3) and commitment (X4) simultaneously have a positive and significant effect on employee performance (Y). R Square value of analysis of the coefficient of determination of 0.727 means that employee performance can be explained by the variables of communication skills (X1), work attitude (X2), compensation (X3) and commitment (X4) of 72.7%, while the remaining 27.3% can be explained by other variables not examined in this study.

*Keywords:* communication ability; work attitude; compensation; commitment; employee performance.

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## 1. Introduction

Human Resource Development (HR) is carried out in order to provide results which in accordance with destination and target organization, with standard work ability, work attitude, compensation and commitment which has set. Communication skills are a mastery of knowledge and skills that support fluency and ease in doing work and able to support any changes made by management. Human resources are the most important investment that a goal-oriented organization can make finally boils down to a point, that is, so that the organization has a workforce quality, good work attitude, can provide appropriate compensation, committed to organization, efficiency in all aspect and have employee performance appropriate to the needs of the organization, both now and in time which will come.

The Department of Transportation is the implementing element of regional autonomy in the field of transportation which is located under and responsible to the Governor through the Regional Secretary (Sekda). The Department of

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\* Corresponding author.

*E-mail address:* andresyafrizal8@gmail.com

Transportation has the main task of carrying out regional government affairs in the field of transportation based on the principle of regional autonomy and assistance tasks.

There are problems that occur at the Labuhanbatu Regency Transportation Service, namely there are still employees who have not been able to solve community problems, especially problems in the transportation sector. The problem that often occurs is that employees are still unable to explain effectively to the community through communication or conversation to the community so that this problem continues to occur until now. There are still employees who have not been able to fully serve the community and also employees are still indifferent to the community so that people who come to the Labuhanbatu Regency Transportation Service are still not satisfied with the employee's performance because the communication provided to the community is still not effective.

Communication is an interaction between employees and also part of organizational culture that arises when an organization is formed through language or behavior patterns, even the climate that exists in the organization because it becomes a tangible form or character that is highlighted to distinguish organizations from each other through a communication system (Azim, MT, 2019) According to (As'ad, 2018), in carrying out work, employees cannot be separated from communicating with fellow workers, with leaders and with subordinates. Good communication can be the right means to improve employee performance. Through communication, employees can ask their leaders for instructions regarding the implementation of work. Through communication, employees can also cooperate with each other. Communication that is expected in the world of work is effective communication. The dimensions of communication proposed by (Pace, RW, 2015), namely (1). Downward communication, (2). Upward communication, (3). Horizontal communication, (4). Cross-channel communication, (5). Informal, personal or grapevine communication.

As for what happened to the employees of the Labuhanbatu Regency Transportation Service, they still didn't have a good work attitude such as still procrastinating on work, not being able to finish their work on time, there were still some employees at the Labuhanbatu Regency Transportation Service who didn't have a good relationship between employees at the Labuhanbatu Regency Transportation Service. Labuhanbatu Regency Transportation. These problems certainly greatly affect the work attitude of employees so that they have an impact on the performance of the Labuhanbatu Regency Transportation Service employees. Work attitude is also a reflection of a person's belief in the work he does, (Gomendio, 2017). According to (Pitriyani et al., 2019) that employee work attitudes have indicators that must be met by employees including: (1). Working Conditions (2). Supervisory Supervision (3). Cooperation From Colleagues (4). Willingness (5). Security (6). Work Facilities.

At the Labuhanbatu Regency Transportation Service, there is still a problem that the compensation received by employees is not in line with employee expectations. This is certainly a problem because employees who have worked more than the specified hours must expect that the compensation received is in accordance with the wishes of the employee. The Labuhanbatu Regency Transportation Service has not implemented a compensation system that is in accordance with the hours worked by employees, if the employee does work more than usual working hours, the agency only provides wages that are not commensurate with the work done by employees who have already worked. work more than the specified working hours. Of course this is very influential on the performance of employees who are getting worse in the future. For this reason, the agency must pay attention to the compensation system in accordance with the employee.

Compensation is the main reason for employees to work and motivates them. Employees not only dedicate themselves to the organization, but also to dedicate their skills, knowledge, energy, time, and commitment, but there are other goals to be achieved, namely expecting rewards or rewards for performance and work productivity obtained (Loginov VG, Ignatyeva MN, 2017) Compensation is a science that discusses how to manage, plan, organize, regulate and supervise the provision of compensation or remuneration to HR so that HR can work with a high totality and be able to support the achievement of organizational goals (Khair, 2017). According to (Larasati, 2018) compensation is all the rewards received by employees in the form of financial and non-financial either directly or indirectly for the obligations that have been given by the company and employees receive services fairly. As for the opinion of (Mangkunegara, A, 2014) compensation indicators are (1). Pay rate, (2). Payment structure, (3). Determination of individual pay, (4). Payment method, and (5). Payment control.

Many problems regarding communication skills, work attitudes and also employee compensation from the

Labuhanbatu Regency Transportation Service, in addition to communication skills, work attitudes and commitments, commitment is also a problem at the Labuhanbatu Regency Transportation Office such as employees who still don't arrive on time during working hours and also there are still many employees who do not finish their work on time. In this case, the low commitment of employees at the Labuhanbatu Regency Transportation Office, thus affecting the performance of employees which continuously has a bad impact.

Commitment organization required as wrong one indicator employee productivity, commitment covers also involvement work. Commitment from employee is something which important. Because impact Among other to lateness, absence, desire to change jobs, and turnover labor. Influencing factors commitment to organization Among other characteristics individual, characteristics profession, and work experience. The organizational commitment alone have three component that is belief which strong from somebody and reception destination organization, will somebody for attempted hard depend on the organization, and the wishes of a person who limited for maintain membership. Work commitment is translated as the moral responsibility of an employee towards his company, so that in every company activity, they work responsibly, work hard, totally and thoroughly, and dare to take risks (Al-Sada, M., Al-Esmael, B., & Faisal, 2017). According to risks (Luthans (2016), organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals. Commitment in a general sense is an agreement. So, when an employee has become part of a company, he should keep the agreed contract, for example carrying out obligations in accordance with the attached provisions (Lambert, EG, Keena, LD, Leone, M., May, D., Haynes, 2020). According to (Robbins, S, P., Judge, A, 2011) organizational commitment is "the extent to which an employee identifies with a particular organization and its goals and desires to maintain membership in the organization", According to the above definition organizational commitment can be described as a condition where an employee is willing to carry out organizational tasks and wants to maintain its position in the organization (Chai, M, T., Hafeez U. Amin, Mohamad NM, Saad, Aamir S., 2017). Organizational commitment is an attitude that reflects the extent to which an individual recognizes and is bound to his organization (Griffin, 2015). The indicators of commitment according to (Gopinath, 2020) are (1). Commitment to company (2) Commitment to work (3) Commitment to work team.

The low performance of employees can be seen from each of the phenomena that have been explained from each variable such as the communication skills possessed by employees are still not good, the work attitude possessed by employees is also not good, the compensation provided by the agency is also still not good. as expected and the commitment of the employees is still low so that each of these problems will affect the performance of the employees of the Labuhanbatu Regency Transportation Service.

(Bernardin, 2013) suggests that performance is a record of the results obtained from certain job functions over a certain period of time. (Colquitt, Jason A., Jeffery A. Lepine, Wesson, J, 2013) state that employee performance is a number of behaviors and contributions of organizational members to the achievement of organizational goals. According to Shields cited by (Bose, 2018) employee performance is the ability of an employee to carry out his duties and responsibilities. Employee performance is also associated with results, achievements, and collective efforts and behaviors that are relevant to organizational goals that are controlled by employees. Employee performance is reflected in the work shown by employees. (Ivancevich, MJ, & Konopaske, 2013), state that the indicators for measuring employee performance are: 1) the quantity of work is the amount of work that can be done by employees in working in a certain period. 2) work quality is related to the thoroughness, neatness, and thoroughness of employees' work, 3) personal quality is related to personality, appearance, friendliness, leadership, and integrity 4) cooperation is the willingness and ability of employees to cooperate with colleagues in carrying out a task to achieve common goals and 5) initiatives related to the initiatives taken by employees in doing something related to work.

## 2. Methods

This type of research is quantitative, the place of this research is the Department of Transportation of Labuhanbatu Regency. In this study, the population is the employees of the Labuhanbatu Regency Transportation Service as many as 84 people. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples. Due to the number of employees of the Labuhanbatu

Regency Transportation Service as many as 84 people (less than 100 people), then all employees were taken as objects of research. The analysis used is multiple linear regression. Observation, documentation and questionnaires using a *Likert scale* is a data collection technique used in this study.

### 3. Result and Discussions

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#### 3.1. Results

The validity test of the research variables has significant criteria  $> 0.5$ . The validity test in this study was carried out on 30 samples carried out by the Department of Transportation of South Labuhanbatu Regency, which means that the respondents were declared outside the characteristics. Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire is valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research.

**Table 1.** Validity Test Results

Variable	Total Correlation	Sig Criteria	Information
X1.1	.980	0.5	Valid
X1.2	.964	0.5	Valid
X1.3	.893	0.5	Valid
X1.4	.964	0.5	Valid
X1.5	.980	0.5	Valid
X2.1	.841	0.5	Valid
X2.2	.854	0.5	Valid
X2.3	.852	0.5	Valid
X2.4	.829	0.5	Valid
X2.5	.673	0.5	Valid
X2.6	.661	0.5	Valid
X3.1	.848	0.5	Valid
X3.2	.920	0.5	Valid
X3.3	.946	0.5	Valid
X3.4	.920	0.5	Valid
X3.5	.946	0.5	Valid
X4.1	.660	0.5	Valid
X4.2	.882	0.5	Valid
X4.3	.752	0.5	Valid
Y.1	.760	0.5	Valid
Y.2	.825	0.5	Valid
Y.3	.790	0.5	Valid
Y.4	.654	0.5	Valid
Y.5	.818	0.5	Valid

Note: \*Sig Criteria  $< 0.5$

Source: Research Results, 2022

(Sugiyono, 2016) suggests that the reliability test is carried out to find out the results of consistent measurements if the same measuring instrument is measured, a statement from each variable in the questionnaire can be accepted if the alpha coefficient has a value  $> 0.6$ .

**Table 2.** Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Communication Ability	.834	Reliable
Work attitude	.796	Reliable
Compensation	.828	Reliable
Commitment	.810	Reliable
Employee Performance	.799	Reliable

Note : \*Criteria CA > 0.6.

Source: Research Results, 2022

Table 1 and Table 2 show that all statement items are valid and reliable. The next test uses the classical assumption test with normality. The normality test of this study is contained in the One-Sample Kolmogorov-Smirnov Test (table 3).

**Table 3.** One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		84
Normal Parameters <sup>a,b</sup>	mean	.0000000
	Std. Deviation	1.09120518
Most Extreme Differences	Absolute	.057
	Positive	.034
	negative	-.057
Test Statistics		.057
asyp. Sig. (2-tailed)		.200 <sup>c,d</sup>

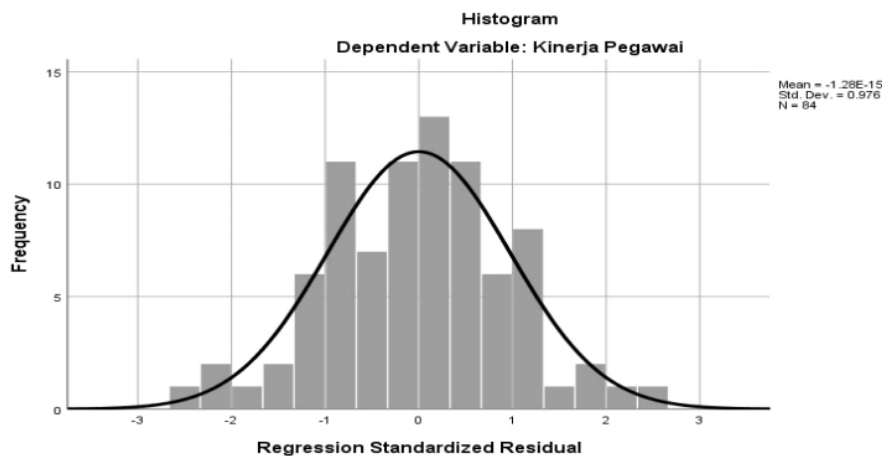
a. Test distribution is Normal.

b. Calculated from data.

Note: \*p > 0.05.

Source: Research Results, 2022.

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.200 where the result is greater than the 0.05 significance level. So it can be concluded that the normality test in this study is normally distributed. The following is a normality test using a Histogram graph.



**Figure 1.** Histogram

The data has shown a normal curve that forms a perfect concave. It can be said to be normal if the line has formed a concave upward like the picture. The following is a normality test using a p-plot graph. The results of the multicollinearity test in the study are listed in Table 4.

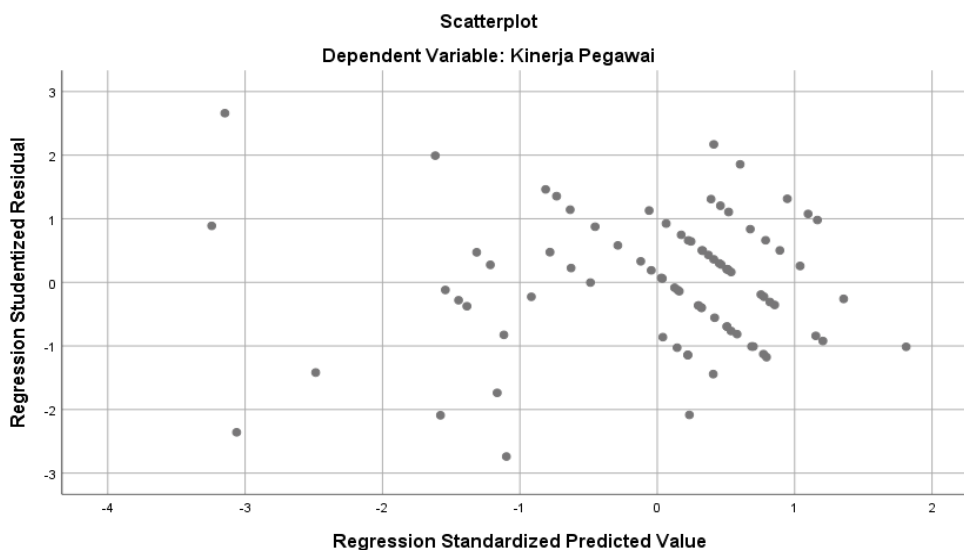
**Table 4.** Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	Collinearity Statistics	
	B	Std. Error		Tolerance	VIF
1 (Constant)	1.091	1,443			
Communication	.309	.080	.350	.423	2,362
Work attitude	.131	.061	.161	.607	1,647
Compensation	.171	.074	.163	.703	1.422
Commitment	.501	.113	.375	.479	2,086

a. Dependent Variable: Employee Performance

Source: Research Results, 2022.

Table 4 shows that the communication ability variable has a VIF value < 10 ( 2,364 < 10) and a tolerance value > 0.1 ( 0.423 > 0.1), work attitude variable has a VIF value < 10 ( 1.647 < 10) and a tolerance value > 0.1 ( 0.607 > 0.1) and the compensation variable has a VIF value < 10 ( 1.442 < 10) and a tolerance value > 0.1 ( 0.703 > 0.1) , then the commitment variable has a VIF value < 10 ( 2.086 < 10) and a tolerance value > 0.1 ( 0.479 > 0.1) so that it can be concluded that there is no multicollinearity. The classical assumption test with the heteroscedasticity test in this study can be shown in Figure 2.



**Figure 2.** Scatterplot  
Source: Research Results, 2022

Based on Figure 2, it can be stated that the data from this study spread above and below the number 0 on the Y axis, and did not form a clear pattern, thus it was stated that the data did not experience symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear analysis can be contained in Table 5.

Based on this value, the following multiple linear regression equation is obtained:

$$Y = 1.091 + 0.309 X1 + 0.131 X2 + 0.171 X3 + 0.501 X4$$

Table 6 explains that the value of B on communication skills (B1) is 0.309. The value of work attitude (B2) is 0.131.

The compensation value (B3) is 0.171. The commitment value ( B4) is 0.501, and the constant value (a) is 1.091. The description of the multiple linear regression equation shows that the variables of communication ability (X1), work attitude (X2), compensation (X3) and commitment (X4) have a positive direction coefficient on employee performance (Y).

**Table 5.** Multiple Linear Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	1.091	1.443			
Communication	.309	.080	.350	.423	2.362
Work attitude	.131	.061	.161	.607	1.647
Compensation	.171	.074	.163	.703	1.422
Commitment	.501	.113	.375	.479	2.086

a. Dependent Variable: Employee Performance

Source: Research Results, 2022.

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namely communication skills (X1), work attitude (X2), compensation (X3) and commitment (X4) partially on the dependent variable, namely employee performance (Y). The equation for determining the t-table value can be used as follows:  $df = nk - 1 = 84 - 4 - 1 = 79$ . After being calculated using this equation, the t-table value is 1.6643. The results of the t test can be loaded in Table 6.

**Table 6.** T-Test Results (Partial)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.091	1,443		.756	.452
Communication	.309	.080	.350	3.875	.000
Work attitude	.131	.061	.161	2.135	.036
Compensation	.171	.074	.163	2,322	.023
Commitment	.501	.113	.375	4.414	.000

a. Dependent Variable: Employee Performance

Source: Research Results, 2022

Based on the Table 6, it can be seen that the results of the regression analysis obtained the t-count value of 3.875 > t-table 1.6643. This means that the communication ability variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is 0.000 < 0.05, which means that the communication ability variable (X1) has a significant effect on the employee performance variable (Y). Based on the results of the regression analysis, the value of t-count 2.135 > t-table 1.6643 means that the work attitude variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is 0.036 < 0.05, which means that the work attitude variable (X2) has a significant effect on the employee performance variable (Y). Furthermore, the results of the regression analysis obtained the value of t-count 2.322 > t-table 1.6643. This means that the compensation variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is 0.023 < 0.05, which means that the compensation variable (X3) has a significant effect on the employee performance variable (Y). The results of the regression analysis obtained the value of t-count 4.414 > t-table 1.6643. This means that the commitment variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is 0.000 < 0.05, which means the commitment variable (X4) has a significant effect on the employee performance variable (Y).

The F-test was conducted to test the independent variables, namely communication (X1), work attitude (X2),

compensation (X3) and commitment (X4) simultaneously having a significant relationship or not to the dependent variable, namely employee performance (Y). As for determining the value of  $F_{table}$ , the following equation can be used:  $df = k; n - k = 4; 84 - 4 = 4; 80$ . After calculating using this equation,  $F_{table} = (4; 80)$  then the value of  $F_{table}$  is 2.49. The results of the F test in this study can be contained in Table 7.

Table 7. F-Test Results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	262,729	4	65,682	52,503	.000 <sup>b</sup>
	Residual	98,830	79	1.251		
	Total	361,560	83			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Commitment, Compensation, Work Attitude, Communication

Information: \* $p < 0.05$

Source: Research Results, 2022.

Table 7 shows the value of F-count  $52.503 > F\text{-table } 2.49$  with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that communication (X1), work attitude (X2), compensation (X3) and commitment (X4) simultaneously have a positive and significant effect on employee performance (Y).

The coefficient of determination was carried out to analyze the contribution of the influence of the independent variables, namely communication skills (X1), work attitude (X2), compensation (X3) and commitment (X4) to the dependent variable, namely employee performance (Y). The results of the coefficient of determination test can be contained in Table 8.

Table 8. Coefficient of Determination Test Results

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.852 <sup>a</sup>	.727	.713	1.118	

a. Predictors: (Constant), Commitment, Compensation, Work Attitude, Communication

b. Dependent Variable: Employee Performance

Note: \* $p < 0.05$

Source: Research Results, 2022.

R Square value of analysis of the coefficient of determination of 0.727 means that employee performance can be explained by the variables of communication skills (X1), work attitude (X2), compensation (X3) and commitment (X4) of 72.7%, while the remaining 27.3% can be explained by other variables not examined in this study.

### 3.2. Discussion

The results of the regression analysis obtained the value of t-count  $3.875 > t\text{-table } 1.6643$ . This means that the communication ability variable (X1) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.000 < 0.05$ , which means that the communication ability variable (X1) has a significant effect on the employee performance variable (Y). This result has previously been studied by Thadi (2021), who stated that communication skills have a positive and significant effect on the performance of the Tourism Office's employees.

Based on the results of the regression analysis, the value of t-count  $2.135 > t\text{-table } 1.6643$  means that the work attitude variable (X2) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.036 < 0.05$ , which means that the work attitude variable (X2) has a significant effect on the employee performance variable (Y). This study is in accordance with the results of previous research conducted by Ulfayani, (Ulfayani, Sumardi, Irawan, Satria, & Helfi, n.d.) which stated that work attitude had a positive and significant effect on employee performance at the Regional Secretariat of South Labuhanbatu Regency.

Furthermore, the results of the regression analysis obtained the value of t-count  $2.322 > t\text{-table } 1.6643$ . This means that the compensation variable (X3) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.023 < 0.05$ , which means that the compensation variable (X3) has a significant effect on the employee performance variable (Y). in accordance with the results of previous research conducted by (Rase & Razak, 2021) which stated that compensation has a positive and significant effect on employee performance at the Regional Secretariat of West Papua Province.

The results of the regression analysis obtained the value of t-count  $4.414 > t\text{-table } 1.6643$ . This means that the commitment variable (X4) has a positive effect on the employee performance variable (Y). Then the significant value is  $0.000 < 0.05$ , which means the commitment variable (X4) has a significant effect on the employee performance variable (Y). This result has also been previously researched by Fitri (2021) who explained that commitment has a positive and significant effect on employee performance

The value of F-count is  $52.503 > F\text{-table } 2.49$  with a significance value of  $0.000 < 0.05$ . From these results, it can be concluded that communication (X1), work attitude (X2), compensation (X3) and commitment (X4) simultaneously have a positive and significant effect on employee performance (Y).

R Square value of analysis of the coefficient of determination of  $0.727$  means that employee performance can be explained by the variables of communication skills (X1), work attitude (X2), compensation (X3) and commitment (X4) of  $72.7\%$ , while the remaining  $27.3\%$  can be explained by other variables not examined in this study.

#### 4. Conclusions

Based on the results and discussion, we conclude that:

- 1) communication skills have a positive and significant impact on the performance of the Labuhanbatu Regency Transportation Service employees;
- 2) attitude has a positive and significant effect on the performance of the Labuhanbatu Regency Transportation Service employees;
- 3) compensation has a positive and significant effect on the performance of the employees of the Labuhanbatu Regency Transportation Service;
- 4) commitment has a positive and significant effect on the performance of the Labuhanbatu Regency Transportation Service employees;
- 5) communication skills, work attitudes, compensation and commitment simultaneously have a positive and significant effect on the performance of the Labuhanbatu Regency Transportation Service employees.

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