

THE INFLUENCE OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE ENGAGEMENT AT DINAS KOPERASI PERINDUSTRIAN DAN PERDAGANGAN KOTA MALANG

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ABSTRACT

This study aims to understand how the work environment and compensation affect employee engagement at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang. Data from 80 respondents were collected using questionnaires and analyzed using multiple linear regression analysis with SPSS 23 software. The results show that the work environment has a positive and significant influence on employee engagement, while compensation does not have a significant influence. However, collectively, the work environment and compensation have a significant impact on employee engagement. These findings highlight the importance of creating a supportive work environment and improving compensation strategies to enhance employee engagement in the organization.

Keywords: work environment, compensation, employee engagement

INTRODUCTION

In facing intense competition in the current era of globalization, companies must maintain their assets to be able to face the competition. One asset that does not go unnoticed is the human resources in a company. Humans are unique assets, because they are the only animate assets so that special treatment is needed to maintain their loyalty to the company.

Employee engagement refers to how strongly employees feel connected to their work and the organization they work for. Employees who feel attached tend to be more excited and motivated to do their jobs well, which in turn can improve their performance. According to (Akbar, 2015) employee engagement can be linked to company success such as higher work quality, lower turnover rates, and better employee performance.

Work Environment and Compensation are important components in increasing Employee Engagement in a company. Many companies do not pay attention to the work environment because they think it is not an important factor. The work environment is related to the internal and external environment. (Handoyo & Setiawan, 2017) defines the work environment as things that are around the employee's work environment that can affect him in carrying out the work assigned to him. A good and pleasant work environment will increase employee motivation and level of attachment to their work. A work atmosphere full of healthy competition and mutual respect will increase employee attachment to the company (Naidoo & Martins, 2014). Although the work environment is not directly involved in the operating process, it can directly affect employees when working.

Companies also need to pay attention to compensating employees. Providing appropriate compensation will motivate employees to continue working and be tied to the company where they work. The better and more appropriate the compensation provided, the better the employees will work. The purpose of this compensation is to help employees meet their needs, as well as increase employee motivation in completing the tasks that are their responsibility (Fredri et al., 2018). Providing good and fair compensation can affect employee motivation, productivity and job satisfaction. In addition, providing the right compensation can help companies attract and retain the best talent, reduce absenteeism and turnover rates, and build a positive company image.

Dinas Koperasi Perindustrian dan Perdagangan Kota Malang has the task of helping to carry out government affairs in the fields of industry, trade, cooperatives, small and medium

enterprises and assistance tasks given. Based on observations made by researchers, it is found that the work environment and compensation are still a separate assessment for employees whether they will continue to be tied to the institution or not depending on the work environment and compensation provided in accordance with the results of their work. The reason arises that an employee feels less excited when there is a work partner who is less able to cooperate when working so that it makes a feeling of discomfort when working in the office. The compensation / salary given has been adjusted to the workload given but lacks the suitability of the compensation given and feels less satisfied with the feedback from the office.

Based on the background of the problem and the results of observations, this study aims to determine and analyze whether the work environment affects employee engagement at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang. Then, find out and analyze whether compensation affects employee engagement at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang. Last, Determine and analyze whether the work environment and compensation influence employee engagement at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang.

LITERATURE REVIEW

Work Environment

The work environment is everything related to employee activities in the organization/company. According to (Pandi, 2021) the work environment is everything in the work area and influences employees while working including: workplace cleanliness, humidity, availability of work equipment, lighting / light, ventilation, noise and temperature. The work environment is defined as everything that is around employees that affects employees in carrying out and completing the tasks assigned to them in an employee's work area (Handoyo & Setiawan, 2017). An emotionally and physically healthy work environment can motivate employees to become engaged. A healthy work environment that has job challenges will make employees feel that they are working in competition between employees so that they are motivated and challenged in doing every job given. A work atmosphere full of good competition will increase or cause employee attachment to the company (Naidoo & Martins, 2014).

The work environment can be broadly divided into two categories, namely the physical and non-physical work environment. The indicators of the physical work environment include with each indicator as follows: building, work facilities, air circulation, lighting, and security. The non-physical work environment includes relationships with superiors and relationships with fellow coworkers.

Compensation

(Mondy, 2018) defines compensation as the total of all rewards that employees receive in exchange for the services they have provided. Compensation is defined as giving wages or rewards to employees or something that employees receive in return for their achievements to the company in carrying out work (Ravikumar, 2013). In addition, compensation provided in the form of recognition or appreciation for the work done and compensation such as salaries, bonuses will make employees more professional so that it will cause employee attachment to the company (Andrew & Sofian, 2012).

According to (Badriyah, 2015) compensation indicators include: salary, incentives, bonuses, allowances and facilities.

Employee engagement

Employee engagement can be explained by the degree to which employees feel attached to the company, self-satisfied, and passionate in every job they do (Stephen P. Robbins, 2016). Employees who are attached to the company can be emotionally and intellectually committed to their work and can do their best to exceed predetermined targets (Mujiasih, 2015). Employees who already have attachment will always be enthusiastic about what

they do, employees will do everything with enthusiasm, have dedication for the benefit of the organization (Anisa & Martono, 2019). Employee engagement is about how the actions or behavior of individual employees who feel proud and very loyal in their work and their organization, become part of a company that is ready to commit physically, cognitively and emotionally in dealing with clients, users, consumers and fellow work partners, and always want to give more in completing each job. Employees will work well if they have a high attachment to the work they are doing, so that by itself their performance will also continue to increase.

According to (Handoyo & Setiawan, 2017) there are several indicators that affect employee engagement, namely: work environment, leadership, team and co-workers, training and career development, compensation, organizational policies, workplace well-being.

HYPOTHESIS

Work environment, compensation, and employee engagement have significant relationships in the context of organizational productivity and organization performance. Work environment (X1) encompasses the physical and non-physical aspects of the workplace, including the atmosphere, culture, and relationships between employees. Compensation (X2) refers to the financial and non-financial rewards given to employees in exchange for the work they perform. Employee engagement (Y) refers to the level of loyalty, commitment and emotional involvement of employees towards the company. Thus, companies that pay attention to both fair compensation and a positive work environment will gain stronger employee engagement, which in turn will have a positive impact on productivity and overall organizational performance. So the hypothesis proposed as a temporary answer to the problems raised in this study is as follows:

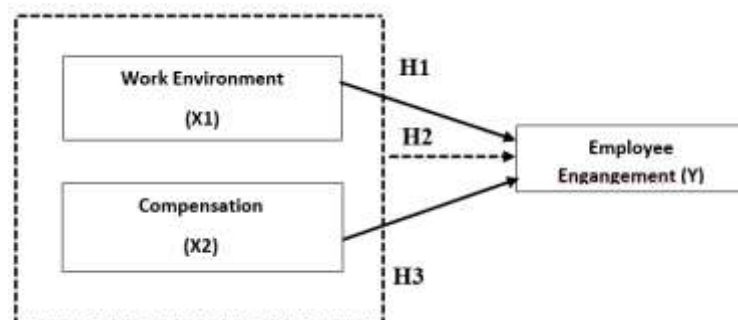


Figure 1. Conceptual Framework
Source: Author Analysis (2024)

- H1: The work environment partially has a positive effect on employee engagement
 H2: Compensation partially has a positive effect on employee engagement
 H3: Simultaneously Work Environment and Compensation have a positive effect on employee engagement

METHODS

Type of Research

The type of research used in this study is Quantitative Research. According to (Sugiyono, 2019) Quantitative research is defined as a research method based on the philosophy of positivism which is used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses.

Population and Sample

The population in this study were employees of Dinas Koperasi Perindustrian dan Perdagangan Kota Malang both contract workers and honorary employees who already

had a work period of > 1 year. With a random sampling method using the Slovin Formula (5% data error tolerance limit), the number of samples that became respondents in this study amounted to 80 people.

Operational Definition of Research Variables

The operational definition of research is described in the following table:

Table 1. Operational Definition of Research Variables

No	Variable	Indicator	Item	Source
1	Work Environment (X1)	1. Physical Work Environment		(. et al., 2016)
		1. Building	1. The building is where employees work. 2. The building includes factors such as the condition of the building, cleanliness and comfort of the workspace.	
		2. Facilities	3. Involves the availability of facilities such as toilets, parking lots, rest rooms and prayer rooms. 4. The availability of work facilities can make employees work productively, comfortably and conductively.	
		3. Air Circulation	5. Air circulation is the process of changing air that is needed by all living things for their survival. 6. Good indoor air quality, including ventilation and circulation will affect the well-being and health of employees.	
		4. Lighting	7. A good level of lighting in the workplace can affect employee comfort and work productivity. 8. Sufficient lighting in the workplace can help employees to complete their work properly.	

5. Security		9. Work environment safety is an effort to protect employees so that they are always healthy and safe. 10. Factors related to safety, such as workplace safety systems and accident prevention.
2. Non-Physical Work Environment		
1. Relationship with Superiors		11. Interaction and communication between employees and superiors. 12. Good relationships with superiors can affect job satisfaction and employee engagement levels.
2. Relationship with coworkers		13. Interaction between coworkers in the workplace. 14. Positive relationships with coworkers also contribute to employee well-being.
2. Compensation (X2)	1. Salary	1. Salary is a service payment that is paid periodically to employees who are permanent and have certain guarantees. 2. Salary can be seen from the fairness of the salary, the appropriateness of the salary and the timeliness of the salary.
	2. Incentive	3. Incentives are rewards given to certain employees, whose performance is above standard performance. 4. Providing incentives is intended to motivate employees to work more

(Kristanti et al., 2023)

			enthusiastically so that employee productivity increases.	
		3. Bonus	5. Bonus is a reward for the results of work that has been carried out if it exceeds the target, given once received without a bond in the future. 6. Some percentage of the profit is then distributed to those entitled to receive bonuses.	
		4. Allowance	7. Providing compensation to create a sense of comfort and security at work. 8. Providing benefits in the form of health benefits, old age benefits, pay outside of working hours (sickness, leave, major holidays), etc.	
		5. Facilities	9. Facilities are everything in the company that can be used and occupied by employees. 10. Employee service program in the form of facilities provided by the company for employees in the form of objects, money or buildings.	
3.	Employee Engagement (Y)	1. Work Environment	1. Employees can focus on working in the workplace. 2. The workplace supports employees to be more enthusiastic about working with adequate workplace facilities.	(Handoyo & Setiawan, 2017)
		2. Leadership	3. Leaders are able to establish communication and inspire employees to work better.	

	4. Leaders are able to encourage employees.
3. Team and Co-worker	5. Good relationships between coworkers, making it easier to work 6. Coworkers support in completing work.
4. Training and Career Development	7. There is a career path in the organization to improve performance. 8. There are opportunities for employees to develop in the organization.
5. Compensation	9. The salary received by employees is satisfactory. 10. Awarding.
6. Organizational Policies	11. Employees follow the Rules voluntarily without coercion. 12. Employees realize to do the rules without being ordered.
7. Workplace well-being	13. Employee well-being in the organization. 14. Employees gain a lot of experience while working in the organization.

Source: Author Analysis (2024)

Data analysis technique

The data analysis technique used in this research is multiple regression analysis. Multiple Linear Regression Analysis is used when there are two or more independent variables (X). Regression analysis is used to measure how big the influence is between the independent variables and the dependent variables in this research. The independent variables in this research are Employee Engagement (X1) and Work Environment (X2) and the Dependent Variable is Employee Engagement (Y). The following is the multiple regression equation (Formula 1).

$$Y = \alpha + b_1 X_1 + b_2 X_2 + e \quad (1)$$

Description:

Y = Employee engagement; b_2 = regression line coefficient of variable X2

α = Constant of the regression equation; X_1 = Work Environment

b_1 = regression line coefficient of variable X1; X_2 = Compensation

RESULTS

Data Validity Testing

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is declared valid if the questionnaire questions reveal something that is measured by the questionnaire. If r -count is positive and r -count > r -table then the question item is valid at a significance of 0.05 (5%). The testing of the question items of the work environment variable (X1), Compensation (X2) and Employee Engagement (Y) carried out obtained the Table 2.

Table 2. Validity Test Results

Variable	Question	Corrected Item-Total Correlation (r hitung)	r-Table	Description
Work Environment (X1)	X1.1	0,928	0,5	VALID
	X1.2	0,852	0,5	VALID
	X1.3	0,926	0,5	VALID
	X1.4	0,952	0,5	VALID
	X1.5	0,868	0,5	VALID
	X1.6	0,847	0,5	VALID
	X1.7	0,930	0,5	VALID
	X1.8	0,797	0,5	VALID
	X1.9	0,927	0,5	VALID
	X1.10	0,834	0,5	VALID
	X1.11	0,922	0,5	VALID
	X1.12	0,907	0,5	VALID
	X1.13	0,657	0,5	VALID
	X1.14	0,619	0,5	VALID
Compensation (X2)	X2.1	0,816	0,5	VALID
	X2.2	0,688	0,5	VALID
	X2.3	0,829	0,5	VALID
	X2.3	0,866	0,5	VALID
	X2.5	0,723	0,5	VALID
	X2.6	0,837	0,5	VALID
	X2.7	0,874	0,5	VALID
	X2.8	0,749	0,5	VALID
	X2.9	0,740	0,5	VALID
	X2.10	0,734	0,5	VALID
Employee Engagement (Y)	Y.1	0,939	0,5	VALID
	Y.2	0,742	0,5	VALID
	Y.3	0,901	0,5	VALID
	Y.4	0,908	0,5	VALID
	Y.5	0,730	0,5	VALID
	Y.6	0,745	0,5	VALID
	Y.7	0,908	0,5	VALID
	Y.8	0,621	0,5	VALID
	Y.9	0,900	0,5	VALID
	Y.10	0,711	0,5	VALID
	Y.11	0,900	0,5	VALID
	Y.12	0,912	0,5	VALID
	Y.13	0,919	0,5	VALID
	Y.14	0,814	0,5	VALID

Source: Processed Data (2024)

Data Reliability Testing

A questionnaire data is declared reliable or reliable if someone's answer to a question is consistent or stable over time. Reliability testing uses the Cronbach Alpha (α) technique. A variable is declared reliable or reliable if it has a Cronbach Alpha value > 0.6 (Imam Ghozali, 2018). The reliability test, each variable of work environment (X1), Compensation (X2) and Employee Engagement (Y) is as follows:

Table 3. Reliability Test Results

Variable	Cronbach's Alpha if item Deleted	Standard Realibility	Description
Employee Engagement (Y)	0,965	0,6	Reliable
Work Environment (X1)	0,777	0,6	Reliable
Compensation (X2)	0,930	0,6	Reliable

Source: Processed Data (2024)

Multiple Regression Analysis

The Multiple Linear Regression Equation in this study is as follows (Formula 2).

$$Y = 47.897 + 0.274X_1 - 0.018X_2 + e \quad (2)$$

Thus, the above equation can be interpreted as follows; a) The constant value has a positive value of 47,897. This shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all independent variables which include work environment (X1) and compensation (X2) do not change or are worth 0, then the value of employee engagement is 47,897; b) The regression coefficient of Work Environment is 0.274. This shows that if the work environment increases by one unit, then employee engagement will get better or increase by 0.274, assuming other variables are considered constant; c) The regression coefficient of Compensation of -0.018 indicates a negative influence (opposite direction) between the compensation variable and employee engagement. This means that if the compensation variable increases by one unit, the employee engagement variable decreases by 0.018, assuming that the other variables are held constant.

Partial Hypothesis Testing (t test)

The t test aims to show how the effect of one independent variable individually explains the variation in the dependent variable. This test is seen from the value of t count and t table. If the t-count is greater than the t-table at the 0.05 or 5% significance level, then the independent variable has a significant effect and vice versa. The test results are as follows:

Table 4. Partial Hypothesis Testing Source: Processed Data (2024)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	47.897	8.642		5.542	0
	Work Environment (X1)	0.274	0.082	0.354	3.322	0.001
	Compensation (X2)	-0.018	0.168	-0.012	-0.109	0.914

Source: Processed Data (2024)

Based on the t test results above, it can be interpreted as follows; a) Work Environment (X1) has a significant value of $0.001 < 0.05$ and a t-count value of $3.322 > t\text{-table } 1.991$. So it can be concluded that H1 which states that the Work Environment has an effect on Employee Engagement is accepted. Work Environment has a significant effect on

Employee Engagement; b) Compensation (X2) has a significant value of $0.914 > 0.05$ and a t-count value of $0.109 < t\text{-table } 1.991$. So it can be concluded that H2 which states that Compensation has an effect on Employee Engagement is rejected. Compensation has no effect on employee engagement.

Simultaneous Hypothesis Testing (F Test)

At a significance level of 5% with the test criteria used as follows: At the 5% significance level, H0 is accepted and H1 is rejected if F count $<$ F table, which means that the independent variables simultaneously or together do not significantly affect the dependent variable and vice versa. The test results are as follows:

Table 5. Simultaneous Hypothesis Testing Results

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	415.264	2	207.632	5.517	.006 ^b
1 Residual	2897.936	77	37.636		
Total	3313.2	79			

Source: Processed Data (2024)

Based on the test results, the F-count value was 5,517 with a significant value of 0.006. This shows that the F-count value is $5.517 > F\text{-table } 3.111$. Thus H0 is rejected and H1 is accepted. This means that the Work Environment and Compensation together have a significant influence on Employee Engagement.

Implications of Research Results

The Influence of the Work Environment on Employee Engagement

Based on partial hypothesis testing, it can be concluded that H1 which states that the work environment influences employee engagement is accepted. The work environment has a significant effect on employee engagement. The work environment is a place where employees work and carry out daily work activities as they should. So the work environment also becomes a benchmark for employees to improve their performance through employee engagement in work. Based on the questionnaire, the majority of respondents answered that they strongly agreed with the statement regarding the Work Environment. This shows that employees at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang are quite satisfied with the environment in which they work, so that the Work Environment variable has a significant impact on the Employee Engagement variable.

Researchers concluded that there are several reasons why the work environment can significantly influence employee engagement at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang, the first is because of Job Satisfaction: A positive and supportive work environment can increase employee job satisfaction. Employees who feel happy and satisfied with their work environment tend to be more attached to the organization. The second is Interpersonal Relations: A work environment that promotes good interpersonal relations between coworkers and management can increase employee engagement. Employees tend to be more engaged if they feel supported and appreciated by fellow colleagues and superiors.

The results of this research are in line with research conducted by (S, 2018) stating that the work environment has a significant effect on increasing employee engagement at 4-star hotels in Batam.

The Effect of Compensation on Employee Engagement

Based on partial hypothesis testing, it can be concluded that H2 which states that compensation has an effect on employee engagement is rejected. Compensation has no effect on employee engagement. Based on the questionnaire, the majority of respondents' answers agreed to the statement regarding the Compensation variable, this shows that in general they strongly agree that compensation is an important factor in their satisfaction or perception of work. However, the results of this test show that compensation has no effect

on employee engagement at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang. Although respondents generally agree that compensation is important, there may be other factors that are more dominant in shaping employee engagement, such as the work environment, recognition, opportunities for career development, or company culture.

The results of this research are in accordance with research conducted by (Kelly, 2021) which shows that compensation does not significantly influence employee engagement in four-star hotels in Batam.

The Influence of Work Environment and Compensation on Employee Engagement

Based on simultaneous hypothesis testing, it can be concluded that H3 which states that the Work Environment and Compensation have a simultaneous effect on Employee Engagement is accepted. This shows that most likely, the work environment and compensation influence employee engagement simultaneously because they are factors that are interrelated and influence each other in the context of employee work experience at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang.

These results also support research conducted by (Fauziah, 2019) which states that simultaneously the Work Environment and Compensation have a significant effect on Employee Engagement.

CONCLUSION

Based on some of the research findings, it can be concluded that: 1) Work Environment (X1) has a positive and significant effect on Employee Engagement (Y) at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang; 2) Compensation (X2) does not have a positive and significant effect on Employee Engagement (Y) at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang; 3) Work Environment (X1) and Compensation (X2) together have a positive and significant effect on Employee Engagement (Y) at Dinas Koperasi Perindustrian dan Perdagangan Kota Malang. The limitations and suggestions that can be given based on this research are: Although compensation was not proven to have a significant influence on employee engagement in this research, it is still important to continue to evaluate existing compensation policies. Further analysis is needed to understand what factors may influence employees' perceptions of their compensation. If it is discovered that there are problems with current compensation policies, improvements or adjustments may be necessary to increase employee satisfaction and engagement. For future researchers who wish to conduct similar research, it is hoped that they will add other variables that influence employee engagement and conduct research using different research methods and approaches with the aim of getting different results and adding insight into science.

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